

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station

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Project No.: A-1088

Project Director: R. L. Yobs

Sponsor: Economic Development Administration, U. S. Department of Commerce

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Office of Program Analysis and Economic Research
U. S. Department of Commerce
Washington, D. C. 20230

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REPORT
300-A-1088

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station

PROJECT TERMINATION

Date June 10, 1969

PROJECT TITLE: Training Programs in Economic Development

PROJECT NO: A-1088

PROJECT DIRECTOR: R. E. Collier

SPONSOR: Economic Development Administration, U.S. Dept. of Commerce

TERMINATION EFFECTIVE: March 31, 1969*

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TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

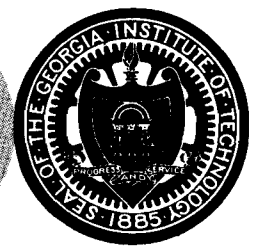
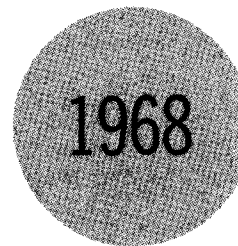
FIRST QUARTER REPORT

Prepared for

ECONOMIC DEVELOPMENT ADMINISTRATION
UNITED STATES DEPARTMENT OF COMMERCE

by Robert E. Collier
INDUSTRIAL DEVELOPMENT DIVISION

Project A-1088
Grant No. OER-208-G-68-3



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

First Quarter Report

by

Robert E. Collier
Research Scientist

Prepared for

ECONOMIC DEVELOPMENT ADMINISTRATION
U. S. DEPARTMENT OF COMMERCE

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
June 30, 1968

INTRODUCTION

Background

The successful planning and implementation of economic development programs requires the services of personnel trained in the practical processes of community, district, and regional economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs in the development and planning fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in the community area and district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in economic development programs.

During April and May 1967, the Industrial Development Division conducted a prototype, four-week training program in the fundamentals of economic development for staff personnel of the economic development districts in Georgia under EDA Contract No. C-239-65 (Neg.). An evaluation following the program concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

Objective

The basic objective of the economic development programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 is to provide instruction in the practical processes of economic development for economic development district personnel, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

The objective is to be achieved through the conduct of three training programs tentatively entitled:

Program #1 -- Basic Economic Development Program

Program #2 -- Advanced Economic Development Program

Program #3 -- Management and Technical Assistance Program

The exact duration of each program and the type, frequency, and timing of each program presentation are to be jointly determined by EDA and IDD. Six program presentations are to be made during the grant period.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from April 1, 1968, to June 30, 1968. In the following section, these activities are first summarized and then followed by a step-by-step outline of activities accomplished during the quarter and plans for subsequent quarters.

FIRST QUARTER ACTIVITIES

Summary

During the first quarter of the grant period, working-level coordination between the Economic Development Administration and the Industrial Development Division was firmly established. Representatives of both activities exchanged visits in order to become thoroughly familiar with training requirements and the capability of IDD to accomplish established requirements.

Preparations were completed during the quarter for the conduct of an Executive Training Program. Information concerning this program was furnished all development districts. Enrollment in the program at the end of the quarter indicates that each of the two scheduled sessions will have approximately 15 participants. The first scheduled presentation will be conducted during the period July 14-19, 1968. A second presentation is scheduled for October 13-18, 1968.

A program concept for a Basic Economic Development Training Program was completed during the quarter and forwarded to EDA for review and approval. Course writing for this training program will commence during the second quarter.

Action has been deferred until September on the development of a training program specifically designed for personnel associated with the University Centers for Technical Assistance Program.

Program Coordination

The professional training programs in economic development conducted by the Industrial Development Division are designed to meet the needs of the sponsoring agency for economic development training and are in consonance with doctrinal guidance provided by the agency. Accordingly, as a first step in program development it was necessary for IDD to establish a "working level" relationship with EDA. Liaison between EDA and IDD was established through the following individuals:

John B. Mannion
Assistant to the Director
Office of Development Districts
Economic Development Administration

Scott V. Rutherford
Senior Project Officer
Industrial and Resources Project Division
Office of Technical Assistance
Economic Development Administration

Robert E. Collier, Head
Training Section
Industrial Development Division

Exchange visits were made during the quarter by the individuals listed above in order that the Industrial Development Division could become fully acquainted with EDA needs for economic development training and so that EDA personnel could become fully acquainted with IDD's capabilities in providing such training. As a result of conversations and visits, it was determined that Mr. Mannion would provide working level coordination in matters relating to the basic and advanced training programs and that Mr. Rutherford would provide such coordination in matters relating to technical assistance training programs. EDA intra-agency coordination is to be provided by Mr. Mannion and Mr. Rutherford.

Advanced Economic Development Program

Program Development. A "Program Concept and Schedule" for an Area and District Planning and Development Executive Training Program was forwarded to EDA on April 24, 1968, for review and approval. The purpose of this one-week training program is as follows:

To provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for Executive Directors and senior staff personnel of recently organized economic development districts.

Subject to minor changes, the proposed program was approved by EDA on May 20, 1968, and returned to IDD. The required changes were made to the program. The program is attached to this report as Appendix 1. During the

month of June, assigned instructors completed the preparation of the instruction. The Executive Training Program is scheduled for two presentations, July 14-19, 1968, and October 13-18, 1968.

Program Announcement. In accordance with an agreement between EDA and IDD representatives, an announcement of the conduct of the Executive Training Program was made by both activities to district organizations listed in the Directory for Economic Development Districts, U. S. Department of Commerce, Economic Development Districts, Office of Development Districts, March 1968. Appendix 2 is a sample of the announcement made by EDA. Appendices 3 and 4 show the material forwarded to district organizations by IDD.

Program Presentations. No presentations were made during the quarter. Rosters for the July and October presentations are attached as Appendix 5.

Basic Economic Development Program

Program Development. A "Program Concept and Schedule" for the Basic Economic Development Training Program was forwarded to EDA June 20, 1968. The purpose of this two-week training program is as follows:

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

Subject to the approval of EDA, this program will be conducted during the periods October 27 - November 9, 1968, and December 1-14, 1968.

Program Announcements. None.

Program Presentations. None.

Management and Technical Assistance Program

Program Development. On March 26, 1968, prior to the beginning of the grant period, Mr. Scott Rutherford was furnished a proposed training program entitled "University Centers for Technical Assistance -- Executive Training Program" for review. Subsequently, the decision was made to defer action on a management and technical assistance training program until September 1968, since it was felt desirable to discuss the matter of training of University Center personnel at a conference of the Heads of several EDA University Centers for Technical Assistance to be held in September.

Program Announcements. None.

Programs Conducted. None.

Second Quarter Plans

The following activities are planned for the second quarter:

1. The Executive Training Program will be conducted during the period 14 July through 19 July.
2. A review and analysis of the Executive Training Program will be made at the conclusion of the program. Changes are to be made in the program as required.
3. The preparation of instruction for the Basic Economic Development Training Program will commence when the "Program Concept" has been approved by EDA.
4. A brochure announcing the Basic Economic Development Training Program will be developed during the quarter and distributed to all development districts.
5. Further coordination with the Office of Technical Assistance will be accomplished during the quarter to develop an appropriate training program for personnel associated with the University Centers for Technical Assistance Program.

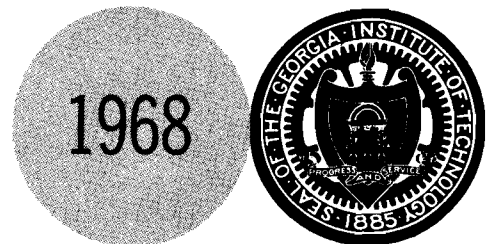
Project No. A-1088

EDA Grant No. OER-208-G-68-3

AREA AND DISTRICT
PLANNING AND DEVELOPMENT
EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT
and
SCHEDULE



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

AREA AND DISTRICT PLANNING AND DEVELOPMENT
EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

July 14 - 19, 1968
October 13 - 18, 1968

PROGRAM CONCEPT
and
SCHEDULE

Industrial Development Division
Engineering Experiment Station
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Foreword

The Public Works and Economic Development Act of 1965 (P.L. 89-136) has a single primary objective: to create a climate conducive to the development of private enterprise in America's economically distressed communities. It does this by insisting upon local initiative to design and implement community redevelopment in partnership with Government, in order to harness the economic potential of districts that have long been outside the mainstream of the Nation's prosperity. This objective requires more than a piecemeal project-at-a-time approach. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions.

The focal point of all Economic Development Administration programs is district development achieved through the Economic Development District. Generally speaking, the community is the building block upon which district and regional growth depends. However, district and regional growth characteristics constitute a general guide for community growth.

It is recognized that substantial variance exists among the several Economic Development Districts functioning under the auspices of the Economic Development Administration; it can be expected that environmental factors will continue to dictate considerable variance in program orientation and modes of operation among the several districts. Accordingly, the orientation and training program outlined herein does not purport to provide a stereotyped approach to district program content and mode of operation. Rather, it is designed to provide a period of time for the exchange of ideas, concepts, principles,

and methodologies applicable to district operations and to explore program approaches and alternatives so that district organizations may achieve program objectives through the most suitable means.

The program outlined herein has the approval of the Economic Development Administration.

Ross W. Hammond, Chief
Industrial Development Division
Georgia Institute of Technology

EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of this program is to provide orientation and professional training in the practical processes of economic development involved in Economic Development District activities. The program is designed for Executive Directors and senior staff personnel of recently organized Economic Development Districts.

Scope

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development. The applicability of several economic development programs to district activities are explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and population characteristics is considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

SUBCOURSE CONCEPTS

COMMUNITY DEVELOPMENT

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources supplementing services and materials from both governmental and nongovernmental agencies outside the community.

There are three basic steps involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implications must be obtained. Third, courses of action must be developed and implemented.

The community is the building block for district and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish executive directors an orientation in the principles and methodologies involved in community development.
2. To relate community development to district-wide development so that district plans and programs will fully consider community needs.

3. To examine methodologies and practices used in community development with the view of using such methodologies in the development of district-wide plans as well as in community development programs.

Scope

LESSONS

D(EDA)1.1-1 L Community Development - Concepts,
Principles, and Interrelationships 2

A survey of the concepts and principles involved in community development with emphasis on the basic factors of human and material resources. Stress is placed upon the community as the building block for district growth and the interrelationship of community development with area and regional growth.

D(EDA)1.1-2 L Community Analysis 2

A presentation concerning fundamental procedures which can be followed in analyzing the strengths and weaknesses of a community, the identification of problem areas, and corrective measures. In this connection, techniques for developing community profiles will be discussed. Such profiles describe a broad spectrum of economic activity in the community with accompanying social, educational, human and cultural factors.

D(EDA)1.1-3 L Development of Community Leadership 1

A discussion of ways to motivate or involve potential leadership once it has been identified, together with an explanation of the "power structure" theory. The effectiveness

of the power theory approach with its various implications, capabilities, and limitations is examined together with the identification and involvement of leadership among the poor and minority groups

D(EDA)1.1-4 L Planning and Programming in Community Development

1

A brief survey of action programs that may be developed and implemented at the community level which will result in economic improvement and community betterment.

D(EDA)1.1-5 L Industrial Aspects of Economic Development

2

Although industrial development is only one segment of the broader field of economic development, it can play a vital role in community development, since the basic economic payoff in any economic development program is usually the result of industrial development. The purpose of this period of instruction is to familiarize course participants with some of the major aspects of industrial development. The period of instruction will cover the following points:

1. The economics of location.
2. Plant location factors.
3. Industrial sites and districts.
4. Resource analysis and development.
5. Organizing for industrial development at the local level.

An evening period of time devoted to the review and critical examination of the material presented in Subcourse D(EDA)1. Course participants are offered the opportunity of discussing material presented among themselves and with the IDD staff.

SUBCOURSE D(EDA)2

20 Hours

DISTRICT ECONOMIC DEVELOPMENT

Purpose

The Economic Development Administration has found it advisable to approach economic development problems from three levels of the spatial hierarchy - community and local areas (generally not larger than a single county in extent), multi-county districts (generally about 5 to 15 counties in extent), and multi-state regions (consisting of all or parts of contiguous states).

The Economic Development District program provides a multi-county approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources, and these counties are economically linked by markets for resources, labor, goods, and services.

The purposes of this phase of the program are as follows:

1. To examine concepts and guidelines relevant to the EDA Economic Development District program.
2. To study methodological approaches involved in determining community, district, and regional growth characteristics as an approach to the formulation of district goals and the synthesis of the OEDP.
3. To examine program approaches and alternatives which may be employed by the district staff.

Scope

LESSONS

D(EDA)2.1-1 GL The EDA Approach to District and Regional

A guest lecture presentation by a representative of EDA in which the establishment, development, and functioning of the Economic Development District is emphasized.

D(EDA)2.1-2 L Information Requirements for Planning and Development Programs

1

Information plays an increasingly significant role in the formulation and implementation of programs of district development. This period of instruction explores very briefly the informational needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development.

D(EDA)2.1-3 RE District Analysis

6

Total development involves all resources, which include the attributes of an area and its people. A well developed area is one of a broad range of opportunities. Not only is a well developed area one in which people gain personal and social satisfaction, but also where business, industry, the professions, and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the district.

The purposes of this research exercise, which involves an established EDD, are as follows:

1. To familiarize course participants with the types and sources of information available for use in district analysis and development planning.
2. To study the methodologies used in applying economic data and other information to the development of the OEDP.
3. To use economic data and other information in determining district goals.
4. To become familiar with an EDD in preparation for a visit to the district staff.

The participant will be required to research one or more counties and develop a brief profile for presentation to the class. Working groups will then examine district elements (human and material resources, transportation, etc.) and report to the class. District goals will then be developed for the district through the conference process. A critique of the work accomplished will be conducted using the actual district OEDP as a solution.

D(EDA)2.1-4 C Factors Affecting Sources of Financial
Support of Economic Development District
Operations

1

A survey and analysis of factors affecting sources of financial support which may be available for the operation of the Economic Development District.

D(EDA)2.1-5 FT Economic Development District Operations

8

A field trip to an Economic Development District staff to observe operations and to further familiarize course participants with the environment in which such an organization functions. District staff members will present information in the following areas:

1. Organization and staffing considerations
2. Staff administration -- budgets, reports, sources of financial support
3. Staff-district director relationships
4. Relationships with functional committees and county committees
5. Public information -- involvement of the people
6. District planning
7. Local planning
8. Research activity -- data up-dating
9. Coordination with state and Federal agencies
(EDA-FHA-HUD-SBA-OEO)

Time will be made available for conference periods for discussion of items of interest to course participants.

D(EDA)2.1-6 C First Year Considerations

2

A conference in which course participants discuss the considerations involved in the first year of EDD operations. Emphasis will be placed upon the involvement of the citizenry, establishing credibility within the district, services to communities within the district, the building of a firm base for future operations, and developing local leadership.

ASSISTANCE PROGRAMS

Purpose

Federal, state, and private assistance programs play an important role in community and district development. The wise and intelligent utilization of these programs within a particular district will maximize the effects of the programs. Although members of the district staff may not implement these programs, their advice and assistance to local officials, community leaders, and individual businessmen may be of inestimable value. Thus as a staff becomes more mature and experienced, its members will be frequently asked for advice and assistance.

In this connection, more and more Federal assistance programs are being implemented in a manner that will result in orderly and progressive economic growth in a district or community, as well as provide the maximum economic contribution. The district staff is playing an increasingly important role in the coordination of the several programs at the local level to insure that these objectives are met.

Also, the district staff can play an important role in the identification and development of economic opportunities for business and industry in the district by providing advice and assistance to the business community. The staff also provides a vital link between jobs created and those who need employment.

The purpose of this area of instruction is to familiarize course participants with the several programs of assistance so that they may accomplish their duties in a more comprehensive manner.

Scope

LESSONS

- D(EDA)3.1-1 L Survey of Assistance Programs and Their Financing 2

An overview of programs of assistance available to communities and districts.

- D(EDA)3.1-2 L Role of the University Center for Technical Assistance in Community and District Development 1

The university systems of the several states are assuming an increasingly important role in the economic life of the country. This period of instruction emphasizes the role of EDA's University Centers of Technical Assistance in furnishing practical assistance to the Economic Development District and the necessity for integration of the Center's program with community and district development through the Economic Development District.

- D(EDA)3.1-3 L Development of Economic Opportunities 2

A period of instruction designed to familiarize course participants with those factors pertinent to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.

- D(EDA)3.1-4 L Manpower Resources Analysis 2

To furnish a basic understanding of manpower resources

analysis and its importance in economic development; to familiarize the course participant with the sources of manpower information, techniques, and procedures used to determine the availability, characteristics, qualifications, needs, and potentials of a particular district's manpower, and existing state and federal training programs.

D(EDA)3.1-5 L Market Analysis 2

To familiarize the student with the function of economic evaluation in the field of industrial development, sources of economic information, and the techniques used in the collection, tabulation, interpretation, and presentation of economic data.

D(EDA)3.1-6 L Sources of Capital 1

To survey possible sources of public and private capital available for public projects and for business and industry.

SCHEDULE

SCHEDULE

First Day

7:00 P.M.		Welcome and Orientation
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Second Day

8:00 - 10:00 A.M.	D(EDA)1.1-1	L	Community Development - Concepts, Principles, and Interrelationships
10:00 - 12:00	D(EDA)1.1-2	L	Community Analysis
1:00 - 2:00 P.M.	D(EDA)1.1-3	L	Development of Community Leadership
2:00 - 3:00 P.M.	D(EDA)1.1-4	L	Planning and Programming Community Development
3:00 - 5:00 P.M.	D(EDA)1.1-5	L	Industrial Aspects of Economic Development
7:00 - 9:00 P.M.	D(EDA)1.1-6	CR	Subcourse Critique

Third Day

8:00 - 10:00 A.M.	D(EDA)2.1-1	L	EDA Approach to District and Regional Economic Development
10:00 - 11:00 A.M.	D(EDA)3.1-2	L	Role of the University Center for Technical Assistance in Community and District Development
11:00 - 12:00	D(EDA)2.1-2	L	Information Requirements for Planning and Development Programs
1:00 - 5:00 P.M.	D(EDA)2.1-3	RE	District Analysis
7:00 - 9:00 P.M.	D(EDA)2.1-3	RE	District Analysis

Fourth Day

8:00 - 5:00 P.M.	D(EDA)2.1-5	FT	Economic Development District Operations
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Fifth Day

8:00 - 10:00 A.M.	D(EDA)3.1-1	L	Survey of Assistance Programs and Their Financing
10:00 - 12:00	D(EDA)3.1-3	L	Development of Economic Opportunities
1:00 - 3:00 P.M.	D(EDA)3.1-4	L	Manpower Resources Analysis
3:00 - 5:00 P.M.	D(EDA)3.1-5	L	Market Analysis

Sixth Day

8:00 - 9:00 A.M.	D(EDA)3.1-6	L	Sources of Capital
9:00 - 10:00 A.M.	D(EDA)2.1-4	C	Factors Affecting Sources of Financial Support of Economic Development District Operations
10:00 - 12:00	D(EDA)2.1-6	C	First Year Considerations
12:00			Luncheon and Presentation of Certificates

APPENDICES

Appendix 1

RECAPITULATION OF HOURS

BY SUBCOURSE

D(EDA)1		COMMUNITY DEVELOPMENT	10
D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
D(EDA)1.1-2	L	Community Analysis	(2)
D(EDA)1.1-3	L	Development of Community Leadership	(1)
D(EDA)1.1-4	L	Planning and Programming Community Development	(1)
D(EDA)1.1-5	L	Industrial Aspects of Economic Development	(2)
D(EDA)1.1-6	CR	Subcourse Critique	(2)
D(EDA)2		AREA ECONOMIC DEVELOPMENT	20
D(EDA)2.1-1	L	EDA Approach to District and Regional Economic Development	(2)
D(EDA)2.1-2	L	Information Requirements for Planning and Development Programs	(1)
D(EDA)2.1-3	RE	District Analysis	(6)
D(EDA)2.1-4	C	Factors Affecting Sources of Financial Support of Economic Development District Operations	(1)
D(EDA)2.1-5	FT	Economic Development District Operations	(8)
D(EDA)2.1-6	C	First Year Consideration	(2)
D(EDA)3		ASSISTANCE PROGRAMS	10
D(EDA)3.1-1	L	Survey of Assistance Programs and Their Financing	(2)
D(EDA)3.1-2	L	Role of the University Center for Technical Assistance in Community and District Development	(1)
D(EDA)3.1-3	L	Development of Economic Opportunities	(2)

D(EDA)3.1-4	L	Manpower Resources Analysis	(2)
D(EDA)3.1-5	L	Market Analysis	(2)
D(EDA)3.1-6	L	Sources of Capital	(1)

TOTAL HOURS			40
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GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CRITIQUE (CR) - A period of time in the instructional process devoted to the review and critical examination of applicatory instruction.

FIELD TRIP (FT) - A visit to an agency, activity, or business for an educational purpose.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

Form CD-121 UNITED STATES GOVERNMENT
(11-63)
(Pres. by
A.O. 206-10)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Memorandum

TO : District Directors

DATE: June 7, 1968

FROM : Wm. J. Nagle, Director
Office of Development Districts

SUBJECT: Training Program at Georgia Tech

EDA has awarded a grant to the Industrial Development Division of the Georgia Institute of Technology for the conduct of a variety of training programs, two of which are directly related to the district program. The first of these will be a week-long program in July aimed at those executive directors and senior staff personnel who feel the need of additional fundamental training in the field of Industrial Development and Community Development. Detailed information will shortly be sent to all districts by Mr. Ross W. Hammond, Chief of the Industrial Development Division.

On our part, we feel that this first program is an extremely important one because it will provide district personnel with the opportunity to examine a variety of program approaches and alternatives, to exchange ideas and experience with others, and to become acquainted with community and industrial development in a more systematic fashion than we have been able to offer in our several seminars. We hope that you will give the Georgia Tech program every consideration and reflect on whether or not you and your staff would benefit by attending. Of course, travel funds from your district budget may be used for this purpose.

For your information, we are meeting later this month with about 12 newly hired district directors; this gathering will provide them with basic orientation in our program.

In an earlier memo, I mentioned a seminar for those district directors who have recently completed their First-Stage OEDP and are undertaking the Second-Stage process. This meeting has been cancelled, since its purpose can be accomplished in other ways by Bill Brennan's District Support Division. Bill and his program officers will be working with EDA Area Offices and Field Staffs to provide continuing guidance and advice to designated districts.

You might want to know that the recent seminar in Hot Springs for EDD staffers was attended by about 50 people. The meeting seemed quite a success to us, but we are now waiting for an evaluation by the participants.

Thank you for your attention to these various training programs; we only hope you will find them of increasing usefulness to you in your work.



BUY U.S. SAVINGS BONDS REGULARLY ON THE PAYROLL SAVINGS PLAN



ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE of TECHNOLOGY

Industrial Development Division

1132 W. Peachtree Street
Atlanta, Georgia 30309
873-2931 Area Code 404

The Industrial Development Division of Georgia Tech, under the sponsorship of the Economic Development Administration, is presenting a series of orientation and training programs in the field of economic development during 1968 and 1969. The first program has been developed specifically for Executive Directors and senior staff members of newly organized development district organizations and others who may find the program will fit their needs.

As you may know, the Industrial Development Division has worked in the field of community and area development, as well as in industrial development, for over 12 years. During this time, we have worked extensively with the Georgia area planning and development commissions, 11 of which are now economic development districts. We are of course most pleased to be working with the Economic Development Administration in presenting instruction in the field of economic development.

A brochure describing the program is attached for your consideration. You will note that this program is to be offered on two occasions. We are limiting the size of each class to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis with priority accorded Executive Directors.

Since the Division is located off-campus, the best accommodations are at a nearby, first-rate motel. We will be most happy to make such arrangements as you may desire. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses. A registration form is attached for your convenience.

-2-

We are looking forward with a great deal of enthusiasm to the presentation of this series of training programs, since we believe that those who participate in the programs will be well rewarded for the time spent by associating with those involved in the total economic development of communities and districts.

Should you desire further information concerning the program, please let me know.

Sincerely,

Ross W. Hammond, Chief
Industrial Development Division

rc

PROGRAM ANNOUNCEMENT

Announces the

AREA AND DISTRICT PLANNING AND DEVELOPMENT EXECUTIVE TRAINING PROGRAM

(One Week)

July 14 - 19, 1968

October 13 - 18, 1968

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Afternoon Information Requirements for Planning and Development
types, sources and use of information required in program development and implementation
District Analysis
research, development and analysis of economic data and other information leading to the development of district goals and the OEDP.

WEDNESDAY Economic Development District Operations
a field trip to a district staff headquarters to review organization, policies and procedures and confer with staff members concerning day-to-day operating problems.

THURSDAY Assistance Programs
Morning Survey of Assistance Programs and Their Financing
Federal assistance available to communities and areas
Development of Economic Opportunities
factors pertaining to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises

Afternoon Manpower Resources Analysis
sources of manpower information, techniques and procedures used to determine availability, characteristics, qualifications, needs, and area potential; state and Federal training programs
Market Analysis
information sources and evaluation techniques
Sources of Capital
public and private capital available for business and industry

FRIDAY

Morning Source of Financial Support of Economic Development District Operations
potential sources of local, state, and Federal funds
First Year Considerations
considerations involved in the first year of district operations
Afternoon Luncheon and presentation of certificates

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis, with priority accorded Executive Directors. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.

Application Form
EXECUTIVE TRAINING PROGRAM
July 14 - 19, 1968
October 13 - 18, 1968

Name _____ Position _____
 Organization _____ Last _____
 Organization Address _____ Middle Initial _____ Organization Phone _____
 P.O. Box or Street _____ State _____ Zip Code _____
 Program Session For Which Applying _____ Motel Reservations _____ Yes _____ No _____
 July 14 - 19, 1968
 October 13 - 18, 1968

Registration Deadline for First Session: **July 1, 1968**

Mail Application To: **Training Section**
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

INTRODUCTION

This is one of a series of Economic Development Training Programs offered Economic Development District personnel by the Georgia Tech Industrial Development Division under the sponsorship of the Economic Development Administration. The Economic Development Training Programs are designed to assist the several district organizations and the Economic Development Administration in accomplishing the objectives set forth in the Public Works and Economic Development Act of 1965. This program will be offered twice, the week of July 14 - 19, and the week of October 13 - 18, 1968.

The Executive Training Program provides orientation and training in the practical processes of economic development involved in Economic Development District activities. The program is designed for Executive Directors and senior staff personnel of recently organized Economic Development Districts and for others who may desire such training. The formal instruction revolves around three major topics:

Community Development
District Economic Development
Assistance Programs

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development as well as the interrelationships of the community, county and district in the development and implementation of district-wide economic development programs. The application of the several economic development programs to district activities is explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and natural resource characteristics are considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

PROGRAM OUTLINE

SUNDAY	
Evening	Registration and Orientation
MONDAY	
Morning	Community Development Concepts, Principles, and Interrelationships Community Analysis fundamental procedures, identification of problem areas, corrective measures, community profiles
Afternoon	Development of Community Leadership identification and motivation of potential leadership; involvement of leadership among the poor and minority groups Planning and Programming in Community Development a survey of action programs that may be developed at the community level Industrial Aspect of Economic Development economics of location, plant location factors, industrial sites and districts, resource analysis and development, and organizing for industrial development
Evening	Community Development Problems case studies in community action programs
TUESDAY	
Morning	District Economic Development EDA Approach to District and Regional Economic Development establishment, development, and functioning of the economic development district Role of the University Center for Technical Assistance in Community and District Development practical assistance furnished by the University Centers to Economic Development Districts; coordination of University Center's program with district operations

EXECUTIVE TRAINING PROGRAM

Roster

(as of June 30, 1968)

First Session

(July 14 - 19, 1968)

ATKINSON, John
Assistant Director
Southern Colorado Economic
Development District
419 Arthur Street
Pueblo, Colorado 81003

BRAND, A. Lee
Project Planner
CSRA Planning and Development
Commission
630 Ellis Street
Augusta, Georgia 30902

ESALA, Rudy R.
Executive Director
Arrowhead Economic Development
District
800 Lonsdale Building
Duluth, Minnesota 55802

FORTSON, Jr., Charles W.
Program Officer
District Support Division
Office of Development Districts
Economic Development Administration
Washington, D. C.

GANNAWAY, Thomas C.
Executive Director
Southern West Virginia
Economic Development Corporation
P. O. Box 936
Bluefield, West Virginia 24701

GUTIERREZ, Emillo F.
Executive Director
Southwest Texas Regional Economic
Development District
P. O. Box 1365
Laredo, Texas 78040

LOWE, Bobby L.
Development Specialist
West Central Georgia
Area Planning & Development Commission
P. O. Box 6
Ellaville, Georgia 31806

McVAY, Richard L.
Economic Planner
Lower Rio Grande Valley Development
411 First National Bank Building
McAllen, Texas 78501

MERRITT, Walter M.
Executive Director
South Delta Economic Development
District
Box 833
Greenville, Mississippi 38701

MEYERS, Lee D.
Executive Director
Upper Peninsula Committee
for Area Progress
118 N. 22nd Street
Escanaba, Michigan 49829

OLSON, Hanford E.
Chief, Planning Division
Economic Development Administration
U. S. Department of Commerce
505 Sellwood Building
Duluth, Minnesota 44802

RANKIN, William T.
Economic Research Specialist
S. W. Georgia Planning and
Development Commission
P. O. Box 346
Camilla, Georgia 31730

THOMPSON, Worthington J.
Executive Director
Delmarva Advisory Council
132 E. Main Street
Salisbury, Maryland 21801

YATES, Charles
Deputy Director
Cumberland Plateau Economic
Development Commission
Box 548
Lebanon, Virginia 24266

SECOND SESSION

(October 13 - 18, 1968)

ANDERSON, John W., Jr.
Executive Director
East Tennessee Economic
Development District
1810 Lake Avenue
Knoxville, Tennessee 37916

HARRIS, Robert
Coordinator
Inter-County Development
Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana 59711

BOSWELL, Barry A.
Executive Director
Northwest Florida Development
Council
201 North Oklahoma Street
Bonifay, Florida 32425

LADD, John M.
Executive Director
Mohawk Valley Economic Development
District, Inc.
26 W. Main Street
P. O. Box 86
Mohawk, New York 13407

CERVERA, Alfredo E., Jr.
Deputy Director
Southwest Texas Regional Economic
Development District
1102 Victoria Street
P. O. Box 1365
Laredo, Texas 78040

McELMURRY, Max C.
Director
North Central Arkansas E.D.D.
Box 796
Batesville, Arkansas 72501

DEMPSEY, J. Dupris
Executive Director
Coastal Bend Economic
Development District
4225 S. Port Avenue
Corpus Christi, Texas 78415

MOORE, Frank B.
Executive Director
West Central Georgia
Area Planning & Development Commission
P. O. Box 6
Ellaville, Georgia 31806

FREEMAN, Johansen
Deputy Director
Arrowhead Economic Development District
800 Lonsdale Building
Duluth, Minnesota 55802

ROBINETTE, Bruce K.
Executive Director
LENOWISCO
P. O. Box 627
Big Stone Gap, Virginia 24219

GUNNELLS, Joel B.
Executive Director
Lower Savannah Economic Development
District
Aiken, S. C. 29801

SURLA, Leo T., Jr.
Executive Director
Southern Colorado Economic Development
District
419 Arthur Street
Pueblo, Colorado 81005

THORESEN, Walter P., Dr.
Area Director
Economic Development Administration
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505 Sellwood Building
Duluth, Minnesota 55802

TRENT, Dudley G.
Assistant Director
Inter-County Development Corporation
of Southwestern
P. O. Box 1179
Anaconda, Montana 59711

QUARTERLY PROGRESS REPORT

PROJECT A-1088

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

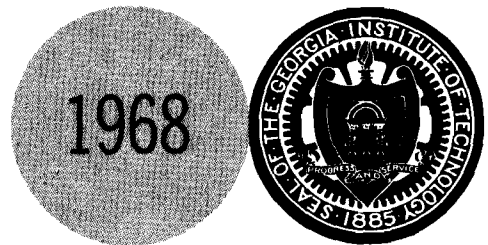
R. E. COLLIER

Contract EDA Grant No. OER-208-G-68-3

July 1 - September 30, 1968
Issued October 8, 1968

Prepared for

Economic Development Administration
U. S. Department of Commerce
Washington, D. C.



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station
Atlanta, Georgia

QUARTERLY PROGRESS REPORT

PROJECT A-1088

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

By

R. E. COLLIER

CONTRACT EDA GRANT NO. OER-208-G-68-3

July 1 - September 30, 1968
Issued October 8, 1968

Performed for
ECONOMIC DEVELOPMENT ADMINISTRATION
WASHINGTON, D. C.

INTRODUCTION

Background

The successful planning and implementation of economic development programs requires the services of personnel trained in the practical processes of community, district, and regional economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs in the development and planning fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in the community, area, and district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in economic development programs.

Objective

The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 is to provide instruction in the practical processes of economic development for economic development district personnel, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

The objective is to be achieved through the conduct of three training programs tentatively entitled:

Program #1 -- Basic Economic Development Program

Program #2 -- Advanced Economic Development Program

Program #3 -- Management and Technical Assistance Program

The exact duration of each program and the type, frequency, and timing of each program presentation are to be jointly determined by EDA and IDD. Six program presentations are to be made during the grant period.

Program Characteristics

The Industrial Development Division Staff is keenly aware that certain factors must be considered if practical, worthwhile training programs are to be developed to support operations of the Economic Development Administration. The following considerations are reflected in the economic development training programs developed and presented by the Industrial Development Division:

1. No two districts are alike, nor are their environmental circumstances the same; consequently, development patterns, program alternatives, and timing will differ among the several development districts.
2. Each executive director is a distinct personality. Differences among directors also will be reflected in development patterns.
3. While some districts have been established recently, others have been in existence in some form or another for five or six years. Thus, the older districts will, in most instances, have broader program approaches than the newer districts.
4. A dichotomy exists in the area of instruction relating to development district programs. Sound economic development training programs sponsored by the Economic Development Administration must cover the field

of interest, yet continually emphasize the proper linkage between the "district concept" and "project treatment."

Executive directors and their assistants who attend EDA sponsored training programs possess a wide variety of backgrounds. In each program session there are individuals with unique skills, talents, and backgrounds who can make a substantial contribution to the effectiveness of instruction. Accordingly, participation of those attending the training programs is strongly encouraged.

It is recognized that no single training or orientation program can fully meet all individual needs for training in the field of economic development. However, it is believed that the training programs developed by the Industrial Development Division have the following general characteristics:

1. They are practical and understandable.
2. They are action-oriented with emphasis on short-range goals, but with consideration given to long-range effects.
3. They avoid sophisticated, quantitative techniques which are not currently available to most economic development districts because of their cost, the lack of personnel trained in quantitative techniques, and inadequate information systems.
4. Teaching methodologies and materials are sufficient to insure good program continuity, but flexible enough to meet individual participant's needs when and where such needs are identified.

Summary of First Quarter Activities

During the first quarter of the grant period, working-level coordination between the Economic Development Administration and the Industrial Development Division was firmly established. Representatives of both activities exchanged

visits in order to become thoroughly familiar with training requirements and the capability of IDD to accomplish established requirements.

Preparations were completed during the quarter for the conduct of an advanced economic development training program entitled the Executive Training Program. Information concerning this program was furnished all development districts. Enrollment in the program at the end of the quarter indicated that each of the two scheduled sessions would have approximately 15 participants. The first presentation was scheduled to be conducted during the period July 14-19, 1968, and the second presentation was scheduled for October 13-18, 1968.

A program concept for a Basic Economic Development Training Program was completed during the quarter and forwarded to EDA for review and approval. Course writing for this training program is to commence during the second quarter.

Action was deferred until September on the development of a training program specifically designed for personnel associated with University Centers for Technical Assistance Program.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from July 1, 1968, to September 30, 1968. In the following section, these activities are first summarized and then followed by a step-by-step outline of activities accomplished during the quarter and plans for the third quarter.

SECOND QUARTER ACTIVITIES

Summary

During the second quarter of the grant period, two sessions of the Executive Training Program were conducted. The first session was presented during the period July 14-18; the second session was presented during the period September 15-20. A total of 29 participants completed the two sessions. The third session of the Executive Training Program will be conducted during the period October 13-18, with 17 participants currently scheduled to attend.

Development of the Basic Economic Development Training Program continued during the quarter, with two sessions being announced for the periods November 10-22, 1968, and January 5-17, 1969.

Executive Training Program

Program Development

A Program Concept and Schedule for the Area and District Planning and Development Executive Training Program was forwarded to the Economic Development Administration with the First Quarter Report. The first session of this program was conducted during the period July 14-19 for a class of 12 persons.

In order to furnish EDA tested, evaluated, and validated courses of instruction in the field of economic development, each course is reviewed and evaluated after presentation with the objective of making improvements in subsequent presentations. The evaluation of instruction is based upon the students' appraisals, instructors' reports, and the project directors' appraisal.

At the beginning of each program session, participants are requested to make an evaluation of the instruction using the evaluation form attached as Appendix 1.

An evaluation of the First Session of the Executive Training Program indicated that the program was basically satisfactory, but that certain modifications probably would improve the program. The following deficiencies were noted:

1. Some periods of instruction appeared to be below the level desired for an executive group.
2. Some of the instruction was "nice to have" but not essential when time is a limiting factor.
3. In some areas of instruction, additional subject matter was required to round out the instruction.
4. The program of instruction was too rigidly structured with too many hours of formal presentations to provide adequate interchange among participants and between the participants and the instructors.
5. In some instances, the sequencing of instruction did not provide for a progressive flow of information leading to the accomplishment of course objectives.

As a result of the program evaluation, a revised program was developed for the second session. These changes are outlined in Appendix 2. The revised Program Concept and Schedule are attached as Appendix 3.

At the conclusion of the second session, an evaluation of the program was made again. It was determined that the changes made as a result of the first session evaluation were sound ones and that no substantial program changes were needed for the third session. This determination did not imply that course improvements are not needed from time to time. However generally speaking, the program content is considered to be sound and major course improvements should be made in the future in an evolutionary manner based upon research findings and program presentation experience.

Program Announcements

In mid-July, it was determined that there were a number of new development districts that had not been contacted when the Executive Training Program was announced. Executive directors of these new districts were advised that an additional session of the program would be conducted in September if there was sufficient demand. It was determined that there was sufficient demand for a session in September, and the second session of the Executive Training Program was scheduled for the period September 15-20.

Program Presentations

Two program sessions were presented during the quarter: July 14-19 and September 15-20. Twelve persons attended the July session and 16 attended the September session. A list of persons attending these sessions and those scheduled for the October session is attached as Appendix 4. Persons completing the Executive Training Program are awarded a certificate as illustrated in Appendix 5.

Basic Economic Development Training Program

Program Development

A "Program Concept and Schedule" for the Basic Economic Development Training Program was forwarded to EDA on June 20, 1968. The purpose of this two-week training program is as follows:

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

EDA representatives interposed no formal objection to the program as proposed. Subsequently, minor changes in the proposed program were made based upon experience gained in the conduct of the Executive Training Program. An outline of this program is set forth in Appendix 6 and Appendix 7.

Program Announcements

Two sessions of the Basic Economic Development Training Program were announced by the documents shown as Appendix 7 and Appendix 8. Sessions are scheduled for the periods November 10-22, 1968, and January 5-17, 1969.

Program Presentations

None

Management and Technical Assistance Training Program

Program Development

On March 26, 1968, prior to the beginning of the grant period, Mr. Scott Rutherford was furnished a proposed training program entitled "University Centers for Technical Assistance -- Executive Training Program" for review. Subsequently, the decision was made to defer action on a management and technical assistance training program until September 1968, since it was felt desirable to discuss the matter of training of University Center personnel at a conference of the Heads of several EDA University Centers for Technical Assistance to be held in September.

As of the date of this report, no formal guidance has been received from EDA concerning the development and conduct of a program concerned primarily with management and technical assistance. However, it is noted that the Basic Economic Development Training Program has been developed as a common course of instruction for personnel associated with the several economic development

districts, personnel involved in the University Centers for Technical Assistance Program, and for EDA agency personnel.

The Management and Technical Assistance Training Program will be made a matter of separated correspondence during the third quarter.

Program Announcements

None

Program Presentations

None

Third Quarter Plans

The following activities are planned for the third quarter:

1. The third session of the Executive Training Program will be conducted during the period October 13-18. Persons scheduled to attend this session are listed in Appendix 4.
2. Preparation of instruction for the Basic Economic Development Training Program will continue and the first session will be conducted during the period November 10-22.
3. An evaluation of the first session of the Basic Economic Development Training Program will be conducted at the conclusion of the session and necessary program changes will be incorporated into the program for the second session to be conducted during the period January 5-17, 1969.
4. Since five program sessions have been scheduled and/or conducted, one other program session is required under the provisions of EDA Grant OER-208-G-68-3. It is tentatively planned to conduct a sixth session commencing on February 16, 1969. The type program to be conducted will be determined in consultation with EDA representatives.

General Observations

Personnel associated with the Industrial Development Division are well acquainted with the general field of industrial and economic development and are aware of the rapid changes that are currently occurring in the field. The decision to expand IDD's training activities in direct support of activities associated with Federal agencies was based upon an overall staff capability in economic development. Industrial Development Division personnel have experienced little difficulty in developing and conducting the training programs reported upon herein. There are, however, certain general observations that can now be made concerning these programs.

While the following comments relate directly to the training programs in economic development, it should be clearly understood that it is believed that the training programs being developed and conducted are achieving goals set for them for the grant period. Accordingly, the following comments relate more particularly to a second generation effort to improve existing programs and to keep them up-to-date in a manner that will fully support EDA requirements.

1. According to informal information received from the Office of Development Districts, there are now 85 economic development districts in operation employing some 234 full-time staff members (including secretaries). This EDA-supported group of activities plus other EDA related activities provide an ample base for continuing training in the field of economic development.

2. Although there is an adequate base of potential participants for EDA-sponsored training programs, the process of alerting personnel to training opportunities and the administrative processes involved in the training program are more time-consuming and expensive than was originally anticipated.

3. At the outset, IDD training program development was based upon current levels of knowledge among staff members. However, the rapidly increasing flow of economic development information makes it essential that those working with training programs be provided sufficient time for research relating directly to those aspects of the training program with which they are involved. Valid and viable training programs must be based upon current research and available information. The current grant offers limited support for this type activity but is at an inadequate level for second generation development of training programs.

4. As training programs develop, there is an increasing need for supporting text materials relating directly to the program involved. The development of such material is time consuming and expensive, and generally beyond IDD's capability to accomplish under current grant provisions.

APPENDICES

MEMORANDUM

TO: Participants of the Executive Training Program

FROM: Program Director

SUBJECT: Program Evaluation

1. A major objective of the training activities conducted by the Industrial Development Division is to provide sponsoring agencies tested, evaluated, and validated programs of instruction in the field of economic development. A valuable method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.
2. We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We are also aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Executive Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.
3. Comments concerning specific periods of instruction may be made on the attached worksheet. Comments, when made, should be made during or immediately following the instruction commented upon. Later the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.
4. We are particularly interested in the following points:
 - a. Is the instruction attaining stated program objectives?

Memorandum to Program Participants

- b. Are the stated objectives valid?
 - c. Is the instruction effective?
 - d. Is the program structured properly for effective learning?
5. We are interested in receiving recommended improvements as well as critical comments. Such recommendations may be included on the attached evaluation form which is to be completed on the last day of the program. Please turn in the work sheets as well as the evaluation form at the completion of the program.

EVALUATION WORK SHEET

Reference
Designator

Comment

EVALUATION
EXECUTIVE TRAINING PROGRAM

The purpose of this evaluation form is to give IDD and EDA the benefit of your appraisal of the Executive Training Program for the guidance in improving future program presentations. In making this evaluation, you are asked to place yourself in the role of an advisor to the program rather than that of a student.

1. Indicate in the appropriate column following each subcourse your evaluation of the program content, the applicability of the subject matter to your needs, and the overall quality of the presentation. Use the following scale in recording your evaluation: 1 -- poor; 2 -- fair; 3 -- good; 4 -- excellent.

<u>Subcourse</u>	<u>Program Content</u>	<u>Applicability to Your Needs</u>	<u>Quality of Presentation</u>
E(EDA)1 Community Development	___	___	___
E(EDA)2 District Economic Development	___	___	___
E(EDA)3 Assistance Programs	___	___	___

Note: Should you desire to rate individual periods of instruction, please make your rating on the WORK SHEET.

2. In future programs, would you recommend that any periods of instruction listed in Appendix 1 of the Program Concept be dropped from the program?

() Yes () No

If Yes, which should be dropped and why? _____

3. Do you feel that the approach, emphasis, or content of any of the subcourses listed in paragraph 1 should be revised in future programs?

() Yes () No

If Yes, what changes should be made? _____

4. Do you feel that any other subject matter should be added to the program? () Yes () No

If Yes, what subjects should be added and why? _____

5. Please indicate whether or not you consider the following elements of the program adequate or desirable. If you consider them inadequate or undesirable, please comment.

a. Length of program: _____

b. Sequence of instruction: _____

c. Methods of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

d. Effectiveness of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

6. What do you consider to be the principal strengths and weaknesses of the program? _____

7. What was the principal value of the program to you? _____

8. Were the physical arrangements adequate (classroom - housing)?

9. Other comments, reactions, and suggestions: _____

PROGRAM CHANGES

(*Indicates Revised Program)

D(EDA)1		COMMUNITY DEVELOPMENT	10	10.5
D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)	
*D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships		(2)
D(EDA)1.1-2	L	Community Analysis	(2)	
*D(EDA)1.1-2	L	Human Resources in Economic Development		(1)
D(EDA)1.1-3	L	Development of Community Leadership	(1)	
*D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development		(2.5)
D(EDA)1.1-4	L	Planning and Programming Community Development	(1)	
*D(EDA)1.1-4	L	Industrial Aspects of Community Development		(2)
D(EDA)1.1-5	L	Industrial Aspects of Economic Development	(2)	
*D(EDA)1.1-5	L	Community Analysis and Evaluation		(1)
D(EDA)1.1-6	CR	Subcourse Critique	(2)	
*D(EDA)1.1-6	C	Community Evaluation-Action Programs		(2)
D(EDA)2		DISTRICT ECONOMIC DEVELOPMENT	20	12.5**
D(EDA)2.1-1	L	EDA Approach to District and Regional Economic Development	(2)	
*D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview		(1)
*D(EDA)2.1-2	L	EDA Approach to District and Regional Economic Development		(2)
D(EDA)2.1-2	L	Information Requirements for Planning and Development Programs	(1)	

*D(EDA)2.1-3	L	Information Requirements for Planning and Development		(1.5)
D(EDA)2.1-3	RE	District Analysis	(6)	
D(EDA)2.1-4	C	Factors Affecting Sources of Financial Support of Economic Development District Operations	(1)	
*D(EDA)2.1-4	L	Manpower Resources Analysis		(2)
D(EDA)2.1-5	FT	Economic Development District Operations	(8)	
*D(EDA)2.1-5	C	Developing Manpower Resources Information		(1)
D(EDA)2.1-6	C	First Year Consideration	(2)	
*D(EDA)2.1-6	CS	District Development - A Case Study		(2)
*D(EDA)2.1-7	C	District Programs and Alternatives		(3)
D(EDA)3		ASSISTANCE PROGRAMS	10	8
D(EDA)3.1-1	L	Survey of Assistance Programs and Their Financing	(2)	
*D(EDA)3.1-6	L	Assistance Programs		(1)
*D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development		(1)
D(EDA)3.1-2	L	Role of the University Center for Technical Assistance in Community and District Development	(1)	
*D(EDA)3.1-2	L	Development of Economic Opportunities		(2)
D(EDA)3.1-3	L	Development of Economic Opportunities	(2)	
*D(EDA)3.1-3	C	Manpower Training Programs		(1)
D(EDA)3.1-4	L	Manpower Resources Analysis	(2)	
*D(EDA)3.1-4	L	Market Analysis		(2)
D(EDA)3.1-5	L	Market Analysis	(2)	
*D(EDA)3.1-5	L	Sources of Capital		(1)
D(EDA)3.1-6	L	Sources of Capital	(1)	
TOTAL HOURS			40	31**

**Major reason for reduction in time due to deletion of Field Trip D(EDA)2.1-5.

Project No. A-1088

EDA Grant No. OER-208-G-68-3

AREA AND DISTRICT
PLANNING AND DEVELOPMENT
EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT
and
SCHEDULE



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

Project No. A-1088
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AREA AND DISTRICT PLANNING AND DEVELOPMENT
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September 15 - 20, 1968

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Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

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Foreword

The Public Works and Economic Development Act of 1965 (P.L. 89-136) has a single primary objective: to create a climate conducive to the development of private enterprise in America's economically distressed communities. It does this by insisting upon local initiative to design and implement community redevelopment in partnership with Government; in order to harness the economic potential of districts that have long been outside the mainstream of the Nation's prosperity. This objective requires more than a piecemeal project-at-a-time approach. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions.

The focal point of all Economic Development Administration programs is district development achieved through the Economic Development District. Generally speaking, the community is the building block upon which district and regional growth depends. However, district and regional growth characteristics constitute a general guide for community growth.

It is recognized that substantial variance exists among the several Economic Development Districts functioning under the auspices of the Economic Development Administration; it can be expected that environmental factors will continue to dictate considerable variance in program orientation and modes of operation among the several districts. Accordingly, the orientation and training program outlined herein does not purport to provide a stereotyped approach to district program content and mode of operation. Rather, it is designed to provide a period of time for the exchange of ideas, concepts, principles,

and methodologies applicable to district operations and to explore program approaches and alternatives so that district organizations may achieve program objectives through the most suitable means.

The program outlined herein has the approval of the Economic Development Administration.

Ross W. Hammond, Chief
Industrial Development Division
Georgia Institute of Technology

EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of this program is to provide orientation and professional training in the practical processes of economic development involved in Economic Development District activities. The program is designed for Executive Directors and senior staff personnel of recently organized Economic Development Districts.

Scope

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development. The applicability of several economic development programs to district activities are explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and population characteristics is considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

SUBCOURSE CONCEPTS

SUBCOURSE D(EDA)1

10.5 Hours

COMMUNITY DEVELOPMENT

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources supplementing services and materials from both governmental and nongovernmental agencies outside the community.

There are three basic steps involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implications must be obtained. Third, courses of action must be developed and implemented.

The community is the building block for district and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish executive directors an orientation in the principles and methodologies involved in community development.

2. To relate community development to district-wide development so that district plans and programs will fully consider community needs.

the kind of area they want and the best ways of achieving it. However, it is frequently necessary for the "professionals" involved in economic development work to encourage and guide citizen participation in the development process. This conference period provides participants the opportunity to discuss approaches to the involvement of citizens in community development and means of fostering the development of local leadership.

D(EDA)1.1-4 L Industrial Aspects of Economic Development 2

Although industrial development is only one segment of the broader field of economic development, it can play a vital role in community development, since the basic economic payoff in any economic development program is usually the result of industrial development. The purpose of this period of instruction is to familiarize course participants with some of the major aspects of industrial development. The period of instruction will cover the following points:

1. The economics of location
2. Plant location factors
3. Industrial sites and districts
4. Resource analysis and development
5. Organizing for industrial development at the local level

D(EDA)1.1-5 L Community Analysis and Evaluation 1

A presentation concerning fundamental procedures which can be followed in analyzing the strengths and weaknesses of a community, the identification of problem areas, and

corrective measures. In this connection, techniques for developing community profiles will be discussed. Such profiles describe a broad spectrum of economic activity in the community with accompanying social, educational, human and cultural factors which provide a basis for community evaluation.

D(EDA)1.1-6 C Community Evaluation - Action Programs

2

A conference period devoted to group analysis of a particular community to determine its strengths and weaknesses and to discuss possible action programs applicable to the community.

DISTRICT ECONOMIC DEVELOPMENT

Purpose

The Economic Development Administration has found it advisable to approach economic development problems from three levels of the spatial hierarchy--community and local areas (generally not larger than a single county in extent), multi-county districts (generally about 5 to 15 counties in extent), and multi-state regions (consisting of all or parts of contiguous states).

The Economic Development District program provides a multi-county approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources, and these counties are economically linked by markets for resources, labor, goods, and services.

The purposes of this phase of the program are as follows:

1. To examine concepts and guidelines relevant to the EDA Economic Development District program.
2. To study methodological approaches involved in determining community, district, and regional growth characteristics as an approach to the formulation of district goals and the synthesis of the OEDP.
3. To examine program approaches and alternatives which may be employed by the district staff.

Scope

LESSONS

D(EDA)2.1-1 L Concepts of Regional Economic Development -
An Overview

1

The purpose of this period of instruction is to provide the participant with a framework for the consideration of regional economic development matters. Specifically the discussion includes the various stages of regional economic growth, the principles theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth and the practical aspects of regional development programs.

D(EDA)2.1-2 GL The EDA Approach to District and Regional Economic Development

2

A guest lecture presentation by a representative of EDA in which the establishment, development, and functioning of the Economic Development District is emphasized.

D(EDA)2.1-3 L Information Requirements for Planning and Development

1.5

Information plays an increasingly significant role in the formulation and implementation of programs of district development. This period of instruction explores very briefly the informational needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development.

D(EDA)2.1-4 L Manpower Resources Analysis

2

The primary purpose of this session is to provide Economic Development District personnel with a basic understanding

of the Manpower Resources Analysis function and to familiarize them with: (1) Why manpower resources analysis and research is important to district economic and industrial development efforts; (2) What expansion planners or plant location specialists want to know about an area's manpower resources; (3) How to develop a plan of action for accumulating or developing needed manpower resources information; (4) Sources of existing manpower resources information; (5) Developing new manpower resources information; and (6) What should a district organization do with the manpower resources information that it has collected, developed and analyzed.

D(EDA)2.1-5 C Developing Manpower Resources Information 1

The primary purpose of this session is to familiarize Economic Development District personnel with techniques and procedures used to determine the availability, characteristics, qualification needs, and potentials of a district's manpower.

D(EDA)2.1-6 CS District Development - A Case Study 2

Total development involves all resources, which include the attributes of an area and its people. A well developed area is one of a broad range of opportunities. Not only is a well developed area one in which people gain personal and social satisfaction, but also where business, industry, the professions, and other activities can

function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the district.

The purpose of this period of instruction is to examine the development of an economic development district over a period of over five years. This instruction recognizes that no two economic development districts are the same and that growth patterns will differ depending upon environmental conditions. However, many districts have some common characteristics. Thus, the examination of development patterns of a particular district may offer Executive Directors some ideas of program alternatives. This period of instruction also familiarized course participants with a particular EDD in preparation for D(EDA)2.1-7.

D(EDA)2.1-7 C District Programs and Alternatives

3

A conference in which course participants discuss the considerations involved in the selection of district programs. Emphasis will be placed upon the involvement of the citizenry, establishing creditibility within the district, services to communities within the district, the building of a firm base for future operations, and developing local leadership. Emphasis is placed on the alternatives open to development districts as they become mature.

SUBCOURSE D(EDA)3

8 Hours

ASSISTANCE PROGRAMS

Purpose

Federal, state, and private assistance programs play an important role in community and district development. The wise and intelligent utilization of these programs within a particular district will maximize the effects of the programs. Although members of the district staff may not implement these programs, their advice and assistance to local officials, community leaders, and individual businessmen may be of inestimable value. Thus as a staff becomes more mature and experienced, its members will be frequently asked for advice and assistance.

In this connection, more and more Federal assistance programs are being implemented in a manner that will result in orderly and progressive economic growth in a district or community, as well as provide the maximum economic contribution. The district staff is playing an increasingly important role in the coordination of the several programs at the local level to insure that these objectives are met.

Also, the district staff can play an important role in the identification and development of economic opportunities for business and industry in the district by providing advice and assistance to the business community. The staff also provides a vital link between jobs created and those who need employment.

The purpose of this area of instruction is to familiarize course participants with the several programs of assistance so that they may accomplish their duties in a more comprehensive manner.

Scope

LESSONS

- D(EDA)3.1-1 L Role of the University Center for Technical Assistance in Community and District Development

1

The university systems of the several states are assuming an increasingly important role in the economic life of the country. This period of instruction emphasizes the role of EDA's University Centers of Technical Assistance in furnishing practical assistance to the Economic Development District and the necessity for integration of the Center's program with community and district development through the Economic Development District.

- D(EDA)3.1-2 L Development of Economic Opportunities

2

A period of instruction designed to familiarize course participants with those factors pertinent to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.

- D(EDA)3.1-3 C Manpower Training Programs

1

The primary purpose of this session is to familiarize Economic Development District personnel with existing local, state and federal training programs.

D(EDA)3.1-4 L Market Analysis

2

To familiarize the student with the function of economic evaluation in the field of industrial development, sources of economic information, and the techniques used in the collection, tabulation, interpretation, and presentation of economic data.

D(EDA)3.1-5 L Sources of Capital

1

To survey possible sources of public and private capital available for public projects and for business and industry.

D(EDA)3.1-6 L Assistance Programs

1

An overview of programs of assistance available to communities and districts with emphasis on the coordination of Federal programs at the local level.

SCHEDULE

SCHEDULE

First Day

7:00 Welcome and Orientation

Second Day

8:30 - 10:30	D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships
10:30 - 11:30	D(EDA)1.1-2	L	Human Resources in Economic Development
1:00 - 3:30	D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development
3:30 - 5:00	D(EDA)2.1-3	L	Information Requirements for Planning and Development

Third Day

8:30 - 10:30	D(EDA)1.1-4	L	Industrial Aspects of Economic Development
10:30 - 11:30	D(EDA)1.1-5	L	Community Analysis and Evaluation
1:00 - 3:00	D(EDA)1.1-6	C	Community Evaluation - Action Programs
3:00 - 4:00	D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development
4:00 - 5:00	D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview

Fourth Day

8:30 - 10:30	D(EDA)2.1-2	GL	EDA Approach to District and Regional Economic Development
10:30 - 11:30	D(EDA)3.1-6	L	Assistance Programs
1:00 - 3:00	D(EDA)3.1-2	L	Development of Economic Opportunities
3:00 - 5:00	D(EDA)2.1-4	L	Manpower Resources Analysis

Fifth Day

8:30 - 9:30	D(EDA)2.1-5	C	Developing Manpower Resources Information
9:30 - 10:30	D(EDA)3.1-3	C	Manpower Training Programs
10:30 - 11:30	D(EDA)3.1-5	L	Sources of Capital
1:00 - 3:00	D(EDA)3.1-4	L	Market Analysis
3:00 - 5:00	D(EDA)2.1-6	CS	District Development - A Case Study

Sixth Day

8:30 - 11:30	D(EDA)2.1-7	C	District Programs and Alternatives
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APPENDICES

Appendix 1

RECAPITULATION OF HOURS

(By Subcourse)

D(EDA)1		COMMUNITY DEVELOPMENT	10.5
D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
D(EDA)1.1-2	L	Human Resources in Community and District Development	(1)
D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development	(2.5)
D(EDA)1.1-4	L	Industrial Aspects of Economic Development	(2)
D(EDA)1.1-5	L	Community Analysis and Evaluation	(1)
D(EDA)1.1-6	C	Community Evaluation - Action Programs	(2)
D(EDA)2		DISTRICT ECONOMIC DEVELOPMENT	12.5
D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
D(EDA)2.1-2	GL	EDA Approach to District and Regional Economic Development	(2)
D(EDA)2.1-3	L	Information Requirements for Planning and Development	(1.5)
D(EDA)2.1-4	L	Manpower Resources Analysis	(2)
D(EDA)2.1-5	C	Developing Manpower Resources Information	(1)
D(EDA)2.1-6	CS	District Development - A Case Study	(2)
D(EDA)2.1-7	C	District Programs and Alternatives	(3)
D(EDA)3		ASSISTANCE PROGRAMS	8
D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development	(1)
D(EDA)3.1-2	L	Development of Economic Opportunities	(2)

D(EDA)3.1-3	C	Manpower Training Programs	(1)
D(EDA)3.1-4	L	Market Analysis	(2)
D(EDA)3.1-5	L	Sources of Capital	(1)
D(EDA)3.1-6	L	Assistance Programs	(1)

TOTAL HOURS			31
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GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CASE STUDY (CS) - The study of a specific situation in order to develop analytical and decision-making abilities. It may also include study of the solution actually taken and the results obtained.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

LIST OF PERSONS WHO HAVE ATTENDED OR ARE SCHEDULED
TO ATTEND THE EXECUTIVE TRAINING PROGRAM

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July 14 - 19, 1968

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The Georgia Institute of Technology

This is to certify that

has successfully completed the

AREA AND DISTRICT PLANNING AND DEVELOPMENT

EXECUTIVE TRAINING PROGRAM

conducted by the

Industrial Development Division, Engineering Experiment Station

under sponsorship of

The Economic Development Administration

Given at Atlanta, Georgia this



Division Chief

day of

19

Appendix 6

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

RECAPITULATION OF HOURS

(By Subcourse)

B(EDA)1		COMMUNITY DEVELOPMENT	20
B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
B(EDA)1.2-1	L	Information Requirements for Planning and Development	(2)
B(EDA)1.3-1	L	Community Profiles	(1)
B(EDA)1.3-2	P	Development of Community Profiles	(2)
B(EDA)1.4-1	L	Community Analysis and Evaluation	(1)
B(EDA)1.4-2	C	Community Evaluation	(3)
B(EDA)1.5-1	C	Involvement of Citizens in Community and District Development	(3)
B(EDA)1.6-1	L	Planning and Programming in Community Development	(1)
B(EDA)1.6-2	RE	Planning and Programming in Community Development	(5)
B(EDA)2		DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT	20
B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development	(2)
B(EDA)2.1-3	L	Overall Economic Development Program Requirements	(2)
B(EDA)2.1-4	RE	District Analysis	(6)
B(EDA)2.1-5	C	Development of the OEDP	(4)
B(EDA)2.1-6	C	Survey of Assistance Programs and Their Financing	(2)
B(EDA)2.1-7	C	Economic Development District Programs and Alternatives	(3)

B(EDA)3		GENERAL ECONOMY, BUSINESS AND INDUSTRY	39
B(EDA)3.1		<u>Fundamentals of Industrial Development</u>	7
B(EDA)3.1-1	L	Concepts of U. S. Industrial Development	(1)
B(EDA)3.1-2	L	The Economics of Locations	(1)
B(EDA)3.1-3	L	Plant Location Factors	(1)
B(EDA)3.1-4	CS	Plant Location	(2)
B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level	(1)
B(EDA)3.1-6	L	Industrial Sites and Buildings	(1)
B(EDA)3.2		<u>Market Analysis</u>	11
B(EDA)3.2-1	L	Origin of Economic Studies for Industrial Development	(1)
B(EDA)3.2-2	L	Characteristics of Economic Studies Used in Industrial Development	(1)
B(EDA)3.2-3	L	Preliminary Evaluation of Proposed Studies	(1)
B(EDA)3.2-4	CS	Preliminary Evaluation	(3)
B(EDA)3.2-5	L	Sources, Techniques, and Methods Used in Feasibility Studies	(2)
B(EDA)3.2-6	L	Analysis of Techniques Used in Market Analysis	(1)
B(EDA)3.2-7	CS	Market Analysis - A Case Problem	(2)
B(EDA)3.3		<u>Manpower Resources Analysis</u>	10
B(EDA)3.3-1		Human Resources in Economic Development	(1)
B(EDA)3.3-2	L	Manpower Resources Analysis	(2)
B(EDA)3.3-3	L	State Employment Office Services	(1)
B(EDA)3.3-4	L	Development of Manpower Resources Information	(1)
B(EDA)3.3-5	CS	Developing Manpower Resources Information	(2)
B(EDA)3.3-6	L	Manpower Training Programs	(2)

B(EDA)3.3-7	L	Identification and Resolution of Man- power Problems for Existing Firms	(1)
B(EDA)3.4		<u>Programs of Assistance to Business and Industry</u>	11
B(EDA)3.4-1	L	Development of Economic Opportunities	(2)
B(EDA)3.4-2	L	Role of the University Center for Technical Assistance	(1)
B(EDA)3.4-3	L	The Problems of Small Business and Industrial Concerns and Environ- mental Factors	(1)
B(EDA)3.4-4	L	Management and Technical Assistance for Small Business and Industrial Concerns	(2)
B(EDA)3.4-5	L	Technology Transfer	(1)
B(EDA)3.4-6	L	Sources of Capital for Business and Industry	(1)
B(EDA)3.4-7	L	Economic Impact Analysis	(1)
B(EDA)3.4-8	CS	Economic Impact Analysis	(2)

Appendix 7

PROGRAM ANNOUNCEMENT

Programs of Assistance to Business and Industry

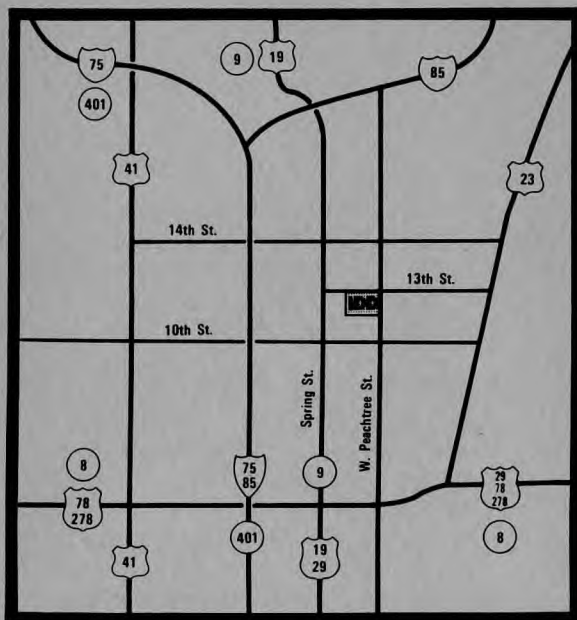
Development of Economic Opportunities
Role of the University Center for Technical Assistance
Problems of Small Business
Management and Technical Assistance
Technology Transfer
Sources of Capital for Small Business and Industrial Concerns
Economic Impact Analysis

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDAs sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology

Announces the

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

(Two Weeks)

November 10 - 22, 1968

January 5 - 17, 1969

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

November 10 - 22, 1968
January 5 - 17, 1969

Name _____	First _____	Middle Initial _____	Last _____	Position _____
Organization _____	Organization Phone _____			
Organization Address _____	P. O. Box or Street _____	City _____	State _____	Zip Code _____

Program Session For Which Applying

November 10 - 22, 1968

January 5 - 17, 1969

Registration Deadline for First Session: October 25, 1968

Mail Application To: Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Motel Reservations Yes _____ No _____

INTRODUCTION

The Basic Economic Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It is a program of common instruction for personnel associated with the several economic development district and regional organizations, personnel involved in the University Centers for Technical Assistance Program, and for EDA Agency personnel. It is a program that provides refresher and reorientation for personnel involved in economic development who feel the need to broaden their knowledge in economic development matters. This program will be offered twice, the period November 10-22, 1968 and the period January 5-17, 1969.

The Basic Economic Development Training Program provides a balanced approach to economic development training. The program revolves around three major topics:

Community Development
District and Regional Economic Development
General Economy, Business and Industry

Community Development and District and Regional Economic Development are considered to be the primary areas of concentration. Although the area of instruction involving the general economy, business and industry utilizes a substantial amount of the available instruction time, this area of instruction is directly related to and fully supports the concept of total economic development.

The program provides a methodological approach in which the "how to" is emphasized. Case studies, conferences problems and research exercises require full participation of those attending the training program.

PROGRAM OUTLINE

COMMUNITY DEVELOPMENT

Concepts, Principles and Interrelationships
Information Requirements for Planning and Development Programs
Community Profiles
Community Analysis and Evaluation
Involvement of Citizens in Community and District Development
Planning and Programming in Community Development

DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT

Concepts of Regional Economic Development
The EDA Approach to District and Regional Economic Development
District Analysis
Development of the Overall Economic Development Program
Assistance Programs
District Programs and Alternatives

GENERAL ECONOMY, BUSINESS AND INDUSTRY

Fundamentals of Industrial Development

Concepts of U.S. Industrial Development
Economics of Location
Plant Location Factors
Industrial Sites and Buildings
Organizing for Industrial Development on Local Level

Market Analysis

Origin and Characteristics of Economic Studies for Industrial Development
Sources, Techniques, and Methods Used in Feasibility Studies
Techniques Used in Market Analysis

Manpower Resources Analysis

Manpower Orientation
State Employment Office Services
Labor Registrations
Industrial Training
Development of Manpower Resources Information
Identification and Resolution of Manpower Problems for Existing Firms



ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY

Industrial Development Division

1132 W. Peachtree Street
Atlanta, Georgia 30309
873-2931 Area Code 404

September 12, 1968

MEMORANDUM

To: Executive Directors of Economic Development Districts

From: Georgia Tech Industrial Development Division

Subject: Announcement of the Basic Economic Development Training Program

An acute and continuing shortage of qualified and experienced economic development practitioners exists across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, such as the UN, AID, the World Bank, and the Inter-American Bank for Economic Development, has contributed and will continue to contribute to this acute shortage of experienced persons.

The inevitable result of this situation has been a considerable loosening of requirements in seeking staff personnel for planning and development agencies, as well as a fierce competition for people and a spiraling wage structure for such practitioners. Many development agencies are now accepting staff members without formal or informal training or work experience in the field. Such individuals must receive training in some way if they are to perform effectively for their organizations:

It is recognized that most EDD organizations are currently manned on a very austere basis. Time taken for on-the-job training of inexperienced personnel reduces the effectiveness of experienced staff members and such training can seldom be as comprehensive as desired.

The Georgia Tech Industrial Development Division, under the sponsorship of the Economic Development Administration, is conducting a series of training programs in economic development designed to assist development district staffs in qualifying personnel in economic development work in the shortest possible time.

The two week Basic Economic Development Training Program described in the attached brochure has been designed to provide personnel with little formal or informal training or work experience in the field of economic development a basis on which they may further develop their capabilities in their work specially, with some familiarity with the total economic development process. Although the training program may appear to be broad in scope, it has been designed with the view that growing and maturing economic development districts will inevitably enlarge the scope of their programs. To do so require the services of personnel who are aware of program approaches and alternatives, and personnel capable of growing with the organization. Essentially, this requires that personnel be trained in the broad approaches of economic development as well as in speciality areas.

The Basic Economic Development Training Program is a companion program to the Executive Training Program which many Executive Directors have attended or are scheduled to attend. Thus, Executive Directors can feel assured that their personnel will receive training which will be in consonance with that provided by the executive level course. This approach should provide for greater understanding and communication between the Executive Director and his staff.

The Basic Economic Development Program is to be offered on two occasions: November 10-20, 1968, and January 5-17, 1969. Each session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

Further information may be obtained from:

Robert E. Collier
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

QUARTERLY PROGRESS REPORT

PROJECT A-1088

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

R. E. COLLIER

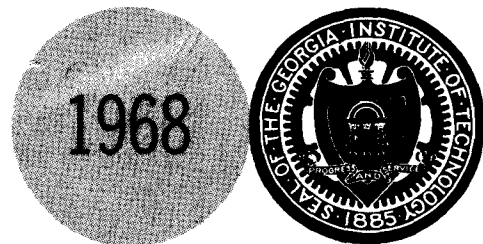
Contract EDA Grant No. OER-208-G-68-3

October 1 - December 31, 1968

Issued January 20, 1969

Prepared for

Economic Development Administration
U. S. Department of Commerce
Washington, D. C.



Engineering Experiment Station

GEORGIA INSTITUTE OF TECHNOLOGY

Atlanta, Georgia

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station
Industrial Development Division
Atlanta, Georgia

QUARTERLY PROGRESS REPORT

PROJECT A-1088

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

By

R. E. COLLIER

CONTRACT EDA GRANT NO. OER-208-G-68-3

October 1 - December 31, 1968
Issued January , 1969

Performed for
ECONOMIC DEVELOPMENT ADMINISTRATION
WASHINGTON, D. C.

INTRODUCTION

Objective

The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 is to provide instruction in the practical processes of economic development for economic development district personnel, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

The objective is to be achieved through the conduct of three training programs tentatively entitled:

Program #1 -- Basic Economic Development Program

Program #2 -- Advanced Economic Development Program

Program #3 -- Management and Technical Assistance Program

The exact duration of each program and the type, frequency, and timing of each program presentation are to be jointly determined by EDA and IDD. Six program presentations are to be made during the grant period.

Summary of First Quarter Activities

During the first quarter of the grant period, working-level coordination between the Economic Development Administration and the Industrial Development Division was firmly established. Representatives of both activities exchanged visits in order to become thoroughly familiar with training requirements and the capability of IDD to accomplish established requirements.

Preparations were completed during the quarter for the conduct of an advanced economic development training program entitled the Executive Training Program. Information concerning this program was furnished all development

districts. Enrollment in the program at the end of the quarter indicated that each of the two scheduled sessions would have approximately 15 participants. The first presentation was scheduled to be conducted during the period July 14-19, 1968, and the second presentation was scheduled for October 13-18, 1968.

A program concept for a Basic Economic Development Training Program was completed during the quarter and forwarded to EDA for review and approval. Course writing for this training program was to commence during the second quarter.

Summary of Second Quarter Activities

During the second quarter of the grant period, two sessions of the Executive Training Program were conducted. The first session was presented during the period July 14-18; the second session was presented during the period September 15-20. A total of 29 participants completed the two sessions. The third session of the Executive Training Program was scheduled to be conducted during the period October 13-18, with 17 participants scheduled to attend.

Development of the Basic Economic Development Training Program continued during the quarter, with two sessions being announced for the periods November 10-22, 1968, and January 5-17, 1969.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from October 1, 1968, to December 31, 1968. In the following section, these activities are first summarized and then followed by a step-by-step outline of activities accomplished during the quarter and plans for the fourth quarter.

THIRD QUARTER ACTIVITIES

Summary

Two training program sessions were conducted during the third quarter. Twelve persons attended the Executive Training Program conducted during the period October 13-18 and eleven persons attended the Basic Economic Development Training Program conducted during the period November 10-27.

During the first three quarters of the grant period, two sessions of the executive level program and two sessions of the basic level program have been conducted with a total of 54 persons attending. An additional session of each program will be conducted during the fourth quarter with 33 persons currently enrolled. It now appears that about 87 persons will have attended the training programs by the end of the current grant period.

Executive Training Program

Program Development

A revised Program Concept and Schedule for the Executive Training Program was forwarded to the Economic Development Administration with the Second Quarter Progress Report. This concept and schedule was used in the third session of the program, which was presented during the period October 13-18, 1968. At the conclusion of this session, the program was again evaluated. It was determined that only minor modifications were needed in the program for subsequent sessions. The revised program is attached as Appendix 1.

Program Announcements

Since the October session was announced during the first quarter and since the response to the announcement was satisfactory, no further announcements for this session were made.

On October 25, 1968, a recommendation was made to EDA that a fourth session of the Executive Training Program be conducted rather than a session of the Management and Technical Assistance Training Program. This recommendation was informally approved and the fourth session was scheduled for the period February 23-28, 1969. This session of the program was announced by Appendix 2. At the end of the quarter 14 persons had been enrolled in the fourth session of the Executive Training Program.

Program Presentations

One session of the Executive Training Program was conducted during the quarter (October 13-18). Thirteen persons attended the October session. A list of those attending is attached as Appendix 3.

Basic Economic Development Training Program

Program Development

A "Program Concept and Schedule" for the Basic Economic Development Training Program was forwarded to EDA on June 20, 1968. The purpose of this two-week training program is as follows:

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

EDA representatives interposed no formal objection to the program as proposed. Subsequently, minor changes in the proposed program were made based upon experience gained in the conduct of the Executive Training Program, and the program was presented during the period November 10-27.

At the conclusion of the November session, a program evaluation indicated that only minor changes in scope were needed and that some changes in the sequence of presentation were needed. These changes were incorporated in the program which is attached as Appendix 4.

Program Announcements

The Basic Economic Development Training Program was announced to the field during the second quarter. Copies of the announcement were forwarded with the Second Quarter Progress Report.

Program Presentations

Eleven persons attended the session conducted during the period November 10-27. A list of the persons attending is attached as Appendix 5.

Management and Technical Assistance Training Program

Informal conversations with an Office of Technical Assistance representative indicated that the need for a Management and Technical Assistance Training Program during the current grant year had not been determined. In view of the demand for an additional session of the Executive Training Program, a recommendation was made to EDA on October 25 that a fourth session of the Executive Training Program be conducted rather than a session of the Management and Technical Assistance Training Program. This recommendation was informally approved.

Fourth Quarter Plans

The following activities are planned for the fourth quarter:

1. The second session of the Basic Economic Development Training Program will be conducted during the period January 5-17, 1969.

2. The fourth session of the Executive Training Program will be conducted during the period February 23-28, 1969.

3. Work on the final progress report will commence.

APPENDICES

AREA AND DISTRICT PLANNING AND DEVELOPMENT

EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

October 13 - 18, 1968

PROGRAM CONCEPT
and
SCHEDULE

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

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Foreword

The Public Works and Economic Development Act of 1965 (P.L. 89-136) has a single primary objective: to create a climate conducive to the development of private enterprise in America's economically distressed communities. It does this by insisting upon local initiative to design and implement community redevelopment in partnership with Government, in order to harness the economic potential of districts that have long been outside the mainstream of the Nation's prosperity. This objective requires more than a piecemeal project-at-a-time approach. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions.

The focal point of all Economic Development Administration programs is district development achieved through the Economic Development District. Generally speaking, the community is the building block upon which district and regional growth depends. However, district and regional growth characteristics constitute a general guide for community growth.

It is recognized that substantial variance exists among the several Economic Development Districts functioning under the auspices of the Economic Development Administration; it can be expected that environmental factors will continue to dictate considerable variance in program orientation and modes of operation among the several districts. Accordingly, the orientation and training program outlined herein does not purport to provide a stereotyped approach to district program content and mode of operation. Rather, it is designed to provide a period of time for the exchange of ideas, concepts, principles,

and methodologies applicable to district operations and to explore program approaches and alternatives so that district organizations may achieve program objectives through the most suitable means.

The program outlined herein has the approval of the Economic Development Administration.

Ross W. Hammond, Chief
Industrial Development Division
Georgia Institute of Technology

EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of this program is to provide orientation and professional training in the practical processes of economic development involved in Economic Development District activities. The program is designed for Executive Directors and senior staff personnel of recently organized Economic Development Districts.

Scope

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development. The applicability of several economic development programs to district activities are explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and population characteristics is considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

SUBCOURSE CONCEPTS

SUBCOURSE D(EDA)1

10.5 Hours

COMMUNITY DEVELOPMENT

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources supplementing services and materials from both governmental and nongovernmental agencies outside the community.

There are three basic steps involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implications must be obtained. Third, courses of action must be developed and implemented.

The community is the building block for district and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish executive directors an orientation in the principles and methodologies involved in community development.
2. To relate community development to district-wide development so that district plans and programs will fully consider community needs.

3. To examine methodologies and practices used in community development with the view of using such methodologies in the development of district-wide plans as well as in community development programs.

Scope

LESSONS

D(EDA)1.1-1 L Community Development - Concepts,
Principles and Interrelationships

2

A survey of the concepts and principles involved in community development with emphasis on the basic factors of human and material resources. Stress is placed upon the community as the building block for district growth and the interrelationship of community development with area and regional growth.

D(EDA)1.1-2 L Human Resources in Community and District
Development

1

The primary purpose of this session is to provide Economic Development District personnel with concepts and a basic understanding of community and district human resources analysis and its importance to economic and industrial development efforts.

D(EDA)1.1-3 C Involvement of Citizens in Community
and District Development

2.5

Valid and viable community and district development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon

D(EDA)1.1-4 L Industrial Aspects of Economic Development 2

1. The economics of location
2. Plant location factors
3. Industrial sites and districts
4. Resource analysis and development
5. Organizing for industrial development at the local level

D(EDA)1.1-5 L Community Analysis and Evaluation 1

-4-

corrective measures. In this connection, techniques for developing community profiles will be discussed. Such profiles describe a broad spectrum of economic activity in the community with accompanying social, educational, human and cultural factors which provide a basis for community evaluation.

D(EDA)1.1-6 C Community Evaluation - Action Programs

2

A conference period devoted to group analysis of a particular community to determine its strengths and weaknesses and to discuss possible action programs applicable to the community.

DISTRICT ECONOMIC DEVELOPMENT

Purpose

The Economic Development Administration has found it advisable to approach economic development problems from three levels of the spatial hierarchy--community and local areas (generally not larger than a single county in extent), multi-county districts (generally about 5 to 15 counties in extent), and multi-state regions (consisting of all or parts of contiguous states).

The Economic Development District program provides a multi-county approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources, and these counties are economically linked by markets for resources, labor, goods, and services.

The purposes of this phase of the program are as follows:

1. To examine concepts and guidelines relevant to the EDA Economic Development District program.
2. To study methodological approaches involved in determining community, district, and regional growth characteristics as an approach to the formulation of district goals and the synthesis of the OEDP.
3. To examine program approaches and alternatives which may be employed by the district staff.

Scope

LESSONS

- D(EDA)2.1-1 L Concepts of Regional Economic Development -
An Overview

The purpose of this period of instruction is to provide the participant with a framework for the consideration of regional economic development matters. Specifically the discussion includes the various stages of regional economic growth, the principles theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth and the practical aspects of regional development programs.

D(EDA)2.1-2 GL The EDA Approach to District and Regional Economic Development

2

A guest lecture presentation by a representative of EDA in which the establishment, development, and functioning of the Economic Development District is emphasized.

D(EDA)2.1-3 L Information Requirements for Planning and Development

1.5

Information plays an increasingly significant role in the formulation and implementation of programs of district development. This period of instruction explores very briefly the informational needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development.

D(EDA)2.1-4 L Manpower Resources Analysis

2

The primary purpose of this session is to provide Economic Development District personnel with a basic understanding

of the Manpower Resources Analysis function and to familiarize them with: (1) Why manpower resources analysis and research is important to district economic and industrial development efforts; (2) What expansion planners or plant location specialists want to know about an area's manpower resources; (3) How to develop a plan of action for accumulating or developing needed manpower resources information; (4) Sources of existing manpower resources information; (5) Developing new manpower resources information; and (6) What should a district organization do with the manpower resources information that it has collected, developed and analyzed.

D(EDA)2.1-5 C Developing Manpower Resources Information

1

The primary purpose of this session is to familiarize Economic Development District personnel with techniques and procedures used to determine the availability, characteristics, qualification needs, and potentials of a district's manpower.

D(EDA)2.1-6 CS District Development - A Case Study

2

Total development involves all resources, which include the attributes of an area and its people. A well developed area is one of a broad range of opportunities. Not only is a well developed area one in which people gain personal and social satisfaction, but also where business, industry, the professions, and other activities can

function with a reasonable expectation of survival and success. These elements, together with people government, churches, and related institutions and functions, make up the total complex of the district.

The purpose of this period of instruction is to provide a period of time in which district programs are examined through a series of brief case studies presented by class participants. Executive Directors will outline environmental circumstances existing in their districts, delineate problem areas, and briefly discuss their approach to the solution of these problems and their general approach to district development. Areas of common concern will be identified during this period of instruction and discussed in detail during the following period of instruction D(EDA)2.1-7.

D(EDA)2.1-7 C District Programs and Alternatives

3

A conference in which course participants discuss the problems identified in D(EDA)2.1-6 and the considerations involved in the selection of district programs. Emphasis will be placed upon the involvement of the citizenry, establishing creditibility within the district, services to communities within the district, the building of a firm base for future operations, and developing local leadership. Emphasis is placed on the alternatives open to development districts as they become mature.

SUBCOURSE D(EDA)3

8 Hours

ASSISTANCE PROGRAMS

Purpose

Federal, state, and private assistance programs play an important role in community and district development. The wise and intelligent utilization of these programs within a particular district will maximize the effects of the programs. Although members of the district staff may not implement these programs, their advice and assistance to local officials, community leaders, and individual businessmen may be of inestimable value. Thus as a staff becomes more mature and experienced, its members will be frequently asked for advice and assistance.

In this connection, more and more Federal assistance programs are being implemented in a manner that will result in orderly and progressive economic growth in a district or community, as well as provide the maximum economic contribution. The district staff is playing an increasingly important role in the coordination of the several programs at the local level to insure that these objectives are met.

Also, the district staff can play an important role in the identification and development of economic opportunities for business and industry in the district by providing advice and assistance to the business community. The staff also provides a vital link between jobs created and those who need employment.

The purpose of this area of instruction is to familiarize course participants with the several programs of assistance so that they may accomplish their duties in a more comprehensive manner.

Scope

LESSONS

- D(EDA)3.1-1 L Role of the University Center for Technical Assistance in Community and District Development 1

The university systems of the several states are assuming an increasingly important role in the economic life of the country. This period of instruction emphasizes the role of EDA's University Centers of Technical Assistance in furnishing practical assistance to the Economic Development District and the necessity for integration of the Center's program with community and district development through the Economic Development District.

- D(EDA)3.1-2 L Development of Economic Opportunities 2

A period of instruction designed to familiarize course participants with those factors pertinent to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.

- D(EDA)3.1-3 C Manpower Training Programs 1

The primary purpose of this session is to familiarize Economic Development District personnel with existing local, state and federal training programs.

D(EDA)3.1-4 L Market Analysis

2

To familiarize the student with the function of economic evaluation in the field of industrial development, sources of economic information, and the techniques used in the collection, tabulation, interpretation, and presentation of economic data.

D(EDA)3.1-5 L Sources of Capital

1

To survey possible sources of public and private capital available for public projects and for business and industry.

D(EDA)3.1-6 L Assistance Programs

1

An overview of programs of assistance available to communities and districts with emphasis on the coordination of Federal programs at the local level.

SCHEDULE

SCHEDULE

First Day

7:00

Welcome and Orientation

Second Day

8:30 - 10:30	D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships
10:30 - 11:30	D(EDA)1.1-2	L	Human Resources in Economic Development
1:00 - 3:30	D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development
3:30 - 5:00	D(EDA)2.1-3	L	Information Requirements for Planning and Development

Third Day

8:30 - 10:30	D(EDA)1.1-4	L	Industrial Aspects of Economic Development
10:30 - 11:30	D(EDA)1.1-5	L	Community Analysis and Evaluation
1:00 - 3:00	D(EDA)1.1-6	C	Community Evaluation - Action Programs
3:00 - 4:00	D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development
4:00 - 5:00	D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview

Fourth Day

8:30 - 10:30	D(EDA)2.1-2	GL	EDA Approach to District and Regional Economic Development
10:30 - 11:30	D(EDA)3.1-6	L	Assistance Programs
1:00 - 3:00	D(EDA)3.1-2	L	Development of Economic Opportunities
3:00 - 5:00	D(EDA)2.1-4	L	Manpower Resources Analysis

Fifth Day

8:30 - 9:30	D(EDA)2.1-5	C	Developing Manpower Resources Information
9:30 - 10:30	D(EDA)3.1-3	C	Manpower Training Programs
10:30 - 11:30	D(EDA)3.1-5	L	Sources of Capital
1:00 - 3:00	D(EDA)3.1-4	L	Market Analysis
3:00 - 5:00	D(EDA)2.1-6	CS	District Development - A Case Study

Sixth Day

8:30 - 11:30	D(EDA)2.1-7	C	District Programs and Alternatives
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APPENDICES

RECAPITULATION OF HOURS

(By Subcourse)

D(EDA)1		COMMUNITY DEVELOPMENT	10.5
D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
D(EDA)1.1-2	L	Human Resources in Community and District Development	(1)
D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development	(2.5)
D(EDA)1.1-4	L	Industrial Aspects of Economic Development	(2)
D(EDA)1.1-5	L	Community Analysis and Evaluation	(1)
D(EDA)1.1-6	C	Community Evaluation - Action Programs	(2)
D(EDA)2		DISTRICT ECONOMIC DEVELOPMENT	12.5
D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
D(EDA)2.1-2	GL	EDA Approach to District and Regional Economic Development	(2)
D(EDA)2.1-3	L	Information Requirements for Planning and Development	(1.5)
D(EDA)2.1-4	L	Manpower Resources Analysis	(2)
D(EDA)2.1-5	C	Developing Manpower Resources Information	(1)
D(EDA)2.1-6	CS	District Development - A Case Study	(2)
D(EDA)2.1-7	C	District Programs and Alternatives	(3)
D(EDA)3		ASSISTANCE PROGRAMS	8
D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development	(1)
D(EDA)3.1-2	L	Development of Economic Opportunities	(2)

GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CASE STUDY (CS) - The study of a specific situation in order to develop analytical and decision-making abilities. It may also include study of the solution actually taken and the results obtained.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.



ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE of TECHNOLOGY

Industrial Development Division

1132 W. Peachtree Street
Atlanta, Georgia 30309
873-2931 Area Code 404

December 18, 1968

MEMORANDUM

To: Executive Directors of Economic Development Districts

From: Georgia Tech Industrial Development Division

Subject: Announcement of the Fourth Session of the Executive Training Program

Three sessions of the Executive Training Program have been conducted with 42 persons attending. At the present time, there are a number of directors who were scheduled to attend one of the sessions but were unable to do so due to unforeseen circumstances.

In view of the apparent need for an additional session, a fourth session has been scheduled for the period February 23-28, 1969. Should you desire to attend this session or have one of your senior staff members attend, please let us know as soon as possible. Applications will be accepted on a first-come, first-served basis with priority accorded executive directors.

Applications should be forwarded to:

Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia. 30309

LIST OF STUDENTS WHO HAVE ATTENDED
THE EXECUTIVE TRAINING PROGRAM

THIRD SESSION
October 13 - 18, 1968

ANDERSON, John W., Jr.
Executive Director
East Tennessee Economic
Development District
1810 Lake Avenue
Knoxville, Tennessee 37916

BOSWELL, Barry A.
Executive Director
Northwest Florida Development
Council
201 N. Oklahoma Street
Bonifay, Florida 32425

DUPRIE, Dempsey J.
Executive Director
Coastal Bend Economic
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4225 S. Port Avenue
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ESALA, Rudy R.
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Duluth, Minnesota 55802

HARRIS, Robert
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P. O. Box 1179
Anaconda, Montana 59711

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JOHANSEN, Freeman
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KLEMM, Francis
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McELMURRY, Max C.
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North Central Arkansas Economic
Development District
Box 796
Batesville, Arkansas 72501

TRENT, Dudley G.
Assistant Director
Inter-County Development
Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana

WILLIAMS, Edgar L.
Executive Director
Clearwater Economic Development
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P. O. Box 265
Moscow, Idaho 83843

Project No. A-1088
EDA Grant No. OER-208-G-68-3

BASIC ECONOMIC DEVELOPMENT

TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

January 5-17, 1969

PROGRAM CONCEPT
and
SCHEDULE

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

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Foreword

The Economic Development Administration has found it advisable to approach economic development problems from three levels of the areal hierarchy - community and local areas (generally not larger than a single county in extent), multi-county districts (generally about 5 to 15 counties in extent), and multi-state regions (consisting of all or parts of contiguous states). In reality, since the programs established as a result of the Public Works and Economic Development Act of 1955 (P.L. 89-136) involve state cooperation and participation, a fourth level of the areal hierarchy, represented by the states, is also involved.

The successful accomplishment of the Economic Development Administration's programs requires more than a piecemeal project-at-a time approach to community, area, district and regional development. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions, as well as area, district and regional growth characteristics.

The successful planning and implementation of EDA sponsored programs require the services of personnel trained in the practical process of community and area economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs

in the development and planning fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in a community or district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in community and district economic development.

No single orientation or training program can meet fully all program and individual needs in the field of economic development. However, since the focal point of all Economic Development Administration programs is related to community and district development, orientation and training in this area of economic activity is essential to the proper performance of duty by personnel recently associated with economic development activities related to the Economic Development Administration's programs.

The Basic Economic Development Training Program outlined herein has been designed to provide instruction for personnel with little formal or informal training or work experience in the field of economic development. It is a program of common instruction for personnel associated with the several economic development district and regional organizations, personnel involved in the University Centers for Technical Assistance Program and EDA Agency personnel. It is a program that provides refresher and reorientation for personnel involved in economic development who feel the need to broaden their knowledge in general economic development matters.

The program is divided into three major areas of instruction as follows:

1. Community Development
2. District and Regional Economic Development

3. General Economy, Business and Industry

Community Development, and District and Regional Economic Development are considered to be the primary areas of concentration. Although the area of instruction involving the general economy, business and industry utilities a substantial amount of the available instruction time, this area of the instruction is directly related to and fully supports the other area of instructions. A recapitulation of hours by subcourse is shown in Appendix 1.

Ross W. Hammond, Chief
Industrial Development Division
Georgia Institute of Technology

BASIC ECONOMIC DEVELOPMENT

TRAINING PROGRAM

Purpose

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

Scope

The Basic Economic Development Training Program provides a basic and common orientation for personnel involved in the planning and implementation of economic development programs conducted under the auspices of the Economic Development Administration. The program is divided into three major instructional areas: 1) Community Development, 2) District and Regional Development, and 3) General Economy, Business and Industry. Program emphasis is placed upon the total development of communities and districts. Formal instruction consist of lecture presentations, conference analysis of problem areas, case studies requiring individual or group application, and practical work emphasizing methodological approaches used in economic development work.

SUBCOURSE CONCEPTS

SUBCOURSE B(EDA)1

19 Hours

COMMUNITY DEVELOPMENT

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems, and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources supplementing such, where necessary, with services and materials from both governmental and nongovernmental agencies outside the community.

There are three basic steps involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implication must be obtained. Third, courses of action must be developed and implemented..

The community is the building block for area and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish an orientation in the principles and concepts involved in community development.
2. To teach methodologies and practices used in community development with the view of using such methodologies in the development of district-wide plans as well as in community development programs.

- B(EDA)1.3-1 C Development of Community Profiles 2
- A discussion of the purposes and requirements for the community profiles and the techniques used in the development of the profiles, emphasizing not only productive and service facilities of a community but social, educational, governmental, human and cultural factors as well.
- B(EDA)1.4-1 L Community Analysis and Evaluation 1
- A presentation concerning fundamental procedures which can be followed in analyzing the strengths and weaknesses of a community, the identification of problem areas, and corrective measures.
- B(EDA)1.4-2 C Community Evaluation 3
- A practical exercise in which participants are required to make an analysis of a particular community and develop preliminary goals and define obstacles.
- B(EDA)1.5-1 C Involvement of Citizens in Community and District Development 3
- Valid and viable community and district development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon the kind of area they want and the best ways of achieving it. However, it is frequently necessary for the "professionals" involved in economic development work to encourage and guide citizen participation in the development process. This conference period provides participants the opportunity to

discuss approaches to the involvement of citizens in community development and means of fostering the development local leadership.

B(EDA)1.6-1 C Planning and Programming in Community
Development

3

A practical exercise based on B(EDA)1.4-2 in which the participant, as a member of a group, develops community goals and action oriented programs for a particular community.

DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT

Purpose

The focal point of all Economic Development Administration programs is district development achieved through the Economic Development District. Generally speaking, the community is the building block upon which district and regional growth depends; however, area and regional growth characteristics constitute a general guide for community growth. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state and the adjoining states. The Economic Development District Program is a multi-county approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources and these counties are economically linked by markets for resources, labor, goods and services.

The purposes of this phase of the program are as follows:

1. To examine concepts and guidelines relevant to the EDA Economic Development District Program.
2. To study methodological approaches involved in determining community, area, district and regional growth characteristics as an approach to the formulation of district goals and development of the OEDP.
3. To examine program approaches and alternatives which may be employed in the economic development district.

Scope

LESSONS

- B(EDA)2.1-1 L Concepts of Regional Economic Development - An Overview

1

The purpose of this period of instruction is to provide the participant with a framework for the consideration of regional economic development matters. Specifically the discussion includes the various stages of regional economic growth, the principles theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth and the practical aspects of regional development programs.

- B(EDA)2.1-2 GL The EDA Approach to District and Regional Economic Development

2

A guest lecture presentation by a representative of EDA in which the establishment, development and functioning of the economic development district is emphasized.

- B(EDA)2.1-3 L Economic Development District Staff Activities - An Overview

1

A survey of the types of programs that may be undertaken as a district matures. Emphasis is placed upon the proper linkage between the "district concept" and "project treatment".

- B(EDA)2.1-4 L Fundamentals of Planning and Programming

2

The purpose of this period of instruction is to familiarize the participants with the fundamentals of planning, with

emphasis upon the systematic approach to planning, programming and budgeting. Goal-setting activities and problem definitions are discussed in detail.

B(EDA)2.1-5 C District Analysis and Evaluation 3

A conference period of instruction in which the participants examine the goals and projects established by districts and make judgments upon the validity of the established goals.

B(EDA)2.1-6 C Survey of Assistance Programs - Financing and Coordination 2

An overview of Federal programs of assistance available to communities and districts. Emphasis is placed on the coordination of Federal programs at the local level.

B(EDA)2.1-7 C Economic Development District - Plans, Programs and Alternatives 2

A conference in which course participants discuss the considerations involved in the selection of district programs. Emphasis will be placed upon the involvement of the citizenry, establishing creditability within the district, services to communities within the district, the building of a firm base for future operations, and developing local leadership. Emphasis is placed on the alternatives open to development districts as they become mature.

SUBCOURSE B(EDA)3

37 Hours

GENERAL ECONOMY, BUSINESS AND INDUSTRY

Purpose

Total development involves all resources, which include the attributes of a district and its people. A well developed district is one of a broad range of opportunities. Not only is a well developed district one in which people gain personal and social satisfaction, but also where business, industry and the professions and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches and related institutions and functions make up the total complex of the district.

Economic development is basically the stimulation of business activity for the purpose of augmenting job opportunities and increasing per capita income. Stable and solvent industries are basic to community and district growth. Service, retail and wholesale businesses are needed and can grow from a solid economic base.

The purposes of this phase of the program are:

1. To relate factors of the general economy, including business and industry, to community and district economic development.
2. To examine those factors involved in the creating or saving jobs through the expansion and diversification of existing industries and/or the formulation of new, economically sound enterprises in the manufacturing, service and recreational industries, and related commercial concerns.

Scope

LESSONS

- B(EDA)3.1 FUNDAMENTALS OF INDUSTRIAL DEVELOPMENT 7
- B(EDA)3.1-1 L Concepts of U. S. Industrial Development (1)
- A discussion of definitions, reasons for industrial development, and the base upon which industrial development is conducted.
- B(EDA)3.1-2 L The Economics of Locations (1)
- An explanation of patterns in regional development plant location and their impact.
- B(EDA)3.1-3 L Plant Location Factors (1)
- A discussion of the major factors involved in plant location and their impact.
- B(EDA)3.1-4 CS Plant Location (2)
- A presentation of case histories in industrial location.
- B(EDA)3.1-5 L Organizing for Industrial Development on the Local Level (1)
- A discussion involving the development of local leadership, competitive situations and financing programs.
- B(EDA)3.1-6 L Industrial Sites and Buildings (1)
- A discussion of definitions, procedures and promotional aspects involved in the development of industrial sites and buildings.

- B(EDA)3.2 MARKET ANALYSIS 11
- B(EDA)3.2-1 L Origin of Economic Studies for Industrial Development (1)
- To familiarize participants with the necessity for economic analysis in industrial development programs and to provide background material.
- B(EDA)3.2-2 L Characteristics of Economic Studies Used in Industrial Development (1)
- To familiarize participants with the various types of economic studies and their characteristics.
- B(EDA)3.2-3 L Preliminary Evaluation of Proposed Studies (1)
- To describe the evaluation process used in economic analysis.
- B(EDA)3.2-4 CS Preliminary Evaluation (3)
- To enable the participant to use working knowledge in evaluation of an economic situation.
- B(EDA)3.2-5 L Sources, Techniques, and Methods Used in Feasibility Studies (2)
- To discuss the uses of various source material and various approaches to obtaining information; to acquaint the student with proper report preparation.
- B(EDA)3.2-6 L Analysis of Techniques Used in Market Analysis (1)
- To examine critically and discuss the value of different techniques and methods used in market analysis.

B(EDA)3.2-7 CS Market Analysis - A Case Problem (2)

A practical exercise involving a particular market situation requiring analysis.

B(EDA)3.3 MANPOWER RESOURCES ANALYSIS 9

B(EDA)3.3-1 L Human Resources in Economic Development (1)

The primary purpose of this session is to provide Economic Development District personnel with concepts and a basic understanding of community and district human resources analysis and its importance to economic and industrial development efforts.

B(EDA)3.3-2 L Manpower Resources Analysis (2)

The primary purpose of this session is to provide Economic Development District personnel with a basic understanding of the Manpower Resources Analysis function and to familiarize them with: (1) Why manpower resources analysis and research is important to district economic and industrial development efforts; (2) What expansion planners or plant location specialists want to know about an area's manpower resources; (3) How to develop a plan of action for accumulating or developing needed manpower resources information; (4) Sources of existing manpower resources information; (5) Developing new manpower resources information; and (6) What should a district organization do with the information that it has collected, developed and analyzed.

B(EDA)3.3-3 L Developing Manpower Resources Information (1)

The primary purpose of this session is to familiarize Economic Development District personnel with techniques and procedures used to determine the availability, characteristics, qualification needs, and potentials of a district's manpower.

B(EDA)3.3-4 CS Development of Manpower Resources Information (2)

To discuss techniques used to determine specific information covering manpower resources that an expansion planner needs to know in making a locational decision.

B(EDA)3.3-5 L Manpower Training Programs (2)

The primary purpose of this session is to familiarize Economic Development District personnel with existing local, state and federal training programs.

B(EDA)3.3-5 L Identification and Resolution of Manpower Problems for Existing Firms / (1)

To familiarize the participant with techniques and procedures used to identify and resolve manpower problems in existing industry.

B(EDA)3.4 PROGRAMS OF ASSISTANCE TO BUSINESS AND INDUSTRY 10

B(EDA)3.4-1 L Development of Economic Opportunities (2)

A period of instruction designed to familiarize course participants with those factors pertinent to creating or

saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.

B(EDA)3.4-2 L Role of the University Center for Technical Assistance

(1)

The university systems of the several states are assuming an increasingly important role in the economic life of the country. The basic educational role has expanded into the fields of research and public service. The developing partnership among the university systems and all levels of government, business and industry is having a beneficial influence upon the nation's economic development and growth. This period of instruction emphasizes the role of EDA's University Centers for Technical Assistance Program and the necessity for integration of the Center's program with community and district development through the economic development district. Additionally, emphasis is placed on the types of assistance the University Centers for Technical Assistance may furnish business and industry.

B(EDA)3.4-3 L The Problems of Small Business and Industrial Concerns and Environmental Factors

(1)

To present information concerning the problems of small business and industrial concerns and the environment in which they operate.

SCHEDULE

SCHEDULE

FIRST WEEK

First Day

8:30 - 10:20	B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships
10:30 - 11:20	B(EDA)1.5-1	C	Involvement of Citizens in Community Development
1:00 - 2:50	B(EDA)1.5-1	C	Involvement of Citizens in Community Development
3:00 - 4:50	B(EDA)1.2-1	L	Information Requirements for Planning and Development

Second Day

8:30 - 9:20	B(EDA)3.3-1	L	Human Resources in Economic Development
9:30 - 11:20	B(EDA)1.3-1	C	Development of Community Profiles
1:00 - 1:50	B(EDA)1.4-1	L	Community Analysis and Evaluation
2:00 - 4:50	B(EDA)1.4-2	C	Community Evaluation

Third Day

8:30 - 10:20	B(EDA)3.3-2	L	Manpower Resources Analysis
10:30 - 11:20	B(EDA)3.1-1	L	Concepts of U.S. Industrial Development
1:00 - 1:50	B(EDA)3.1-2	L	The Economics of Location
2:00 - 2:50	B(EDA)3.1-3	L	Plant Location Factors
3:00 - 4:50	B(EDA)3.1-4	CS	Plant Location

Fourth Day

8:30 - 9:20	B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level
9:30 - 10:20	B(EDA)3.1-6	L	Industrial Sites and Buildings

10:30 - 11:20	B(EDA)3.3-3	L	Development of Manpower Resources Information
1:00 - 2:50	B(EDA)3.3-4	CS	Developing Manpower Resources Information
3:00 - 4:50	B(EDA)2.1-4	L	Fundamentals of Planning and Programming

Fifth Day

8:30 - 11:20	B(EDA)1.6-1	C	Planning and Programming in Community Development
1:00 - 1:50	B(EDA)3.4-2	L	Role of the University Centers for Technical Assistance
2:00 - 2:50	B(EDA)3.2-1	L	Origin of Economic Studies for Industrial Development
3:00 - 3:50	B(EDA)3.2-2	L	Characteristics of Economic Studies Used in Industrial Development
4:00 - 4:50	B(EDA)3.2-3	L	Preliminary Evaluation of Proposed Studies

Sixth Day

8:30 - 11:20	B(EDA)1.2-2	RE	Survey of the Literature of Economic Development
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SECOND WEEK

First Day

8:30 - 10:20	B(EDA)3.4-1	L	Development of Economic Opportunities
10:30 - 11:20	B(EDA)3.2-4	CS	Preliminary Evaluation
1:00 - 2:50	B(EDA)3.2-4	CS	Preliminary Evaluation
3:00 - 4:50	B(EDA)3.2-5	L	Sources, Techniques and Methods Used in Feasibility Studies

Second Day

8:30 - 9:30	B(EDA)3.4-3	L	The Problems of Small Businesses and Industrial Concerns and Environmental Factors
9:30 - 11:20	B(EDA)3.4-4	L	Management and Technical Assistance for Small Businesses and Industrial Concerns
1:00 - 1:50	B(EDA)3.4-5	L	Technology Transfer
2:00 - 2:50	B(EDA)3.2-6	L	Analysis of Techniques Used in Market Analysis
3:00 - 4:50	B(EDA)3.2-7	CS	Market Analysis - A Case Problem

Third Day

8:30 - 9:20	B(EDA)3.3-5	C	Manpower Training Programs
10:30 - 11:20	B(EDA)3.3-6	L	Identification and Resolution of Manpower Problems in Existing Firms
1:00 - 1:50	B(EDA)3.4-6	L	Source of Capital for Business and Industry
2:00 - 3:50	B(EDA)3.4-8	CS	Economic Impact Analysis
4:00 - 4:50	B(EDA)2.1-3	L	Economic Development District Staff Activities - An Overview

Fourth Day

8:30 - 9:20	B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview
9:30 - 11:20	B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development
1:00 - 2:50	B(EDA)2.1-6	L	Survey of Federal Assistance Programs - Financing and Coordination
3:00 - 4:50	B(EDA)2.1-5	C	District Analysis and Evaluation

Fifth Day

8:30 - 9:20	B(EDA)2.1-5	C	District Analysis and Evaluation
9:30 - 11:20	B(EDA)2.1-7	C	Economic Development District - Plans, Programs and Alternatives

APPENDICES

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM
 RECAPITULATION OF HOURS
 (By Subcourse)

B(EDA)1		COMMUNITY DEVELOPMENT	19
B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
B(EDA)1.2-1	L	Information Requirements for Planning and Development	(2)
B(EDA)1.2-2	RE	Survey of the Literature of Economic Development	(3)
B(EDA)1.3-1	C	Development of Community Profiles	(2)
B(EDA)1.4-1	L	Community Analysis and Evaluation	(1)
B(EDA)1.4-2	C	Community Evaluation	(3)
B(EDA)1.5-1	C	Involvement of Citizens in Community and District Development	(3)
B(EDA)1.6-1	C	Planning and Programming in Community Development	(3)
B(EDA)2		DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT	13
B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development	(2)
B(EDA)2.1-3	L	Economic Development District Staff Activities - An Overview	(1)
B(EDA)2.1-4	L	Fundamentals of Planning and Programming	(2)
B(EDA)2.1-5	C	District Analysis and Evaluation	(3)
B(EDA)2.1-6	L	Survey of Federal Assistance Programs - Financing and Coordination	(2)
B(EDA)2.1-7	C	Economic Development District - Plans, Programs and Alternatives	(2)

B(EDA)3		GENERAL ECONOMY, BUSINESS AND INDUSTRY	37
B(EDA)3.1		<u>Fundamentals of Industrial Development</u>	7
B(EDA)3.1-1	L	Concepts of U. S. Industrial Development	(1)
B(EDA)3.1-2	L	The Economics of Locations	(1)
B(EDA)3.1-3	L	Plant Location Factors	(1)
B(EDA)3.1-4	CS	Plant Location	(2)
B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level	(1)
B(EDA)3.1-6	L	Industrial Sites and Buildings	(1)
B(EDA)3.2		<u>Market Analysis</u>	11
B(EDA)3.2-1	L	Origin of Economic Studies for Industrial Development	(1)
B(EDA)3.2-2	L	Characteristics of Economic Studies Used in Industrial Development	(1)
B(EDA)3.2-3	L	Preliminary Evaluation of Proposed Studies	(1)
B(EDA)3.2-4	CS	Preliminary Evaluation	(3)
B(EDA)3.2-5	L	Sources, Techniques, and Methods Used in Feasibility Studies	(2)
B(EDA)3.2-6	L	Analysis of Techniques Used in Market Analysis	(1)
B(EDA)3.2-7	CS	Market Analysis - A Case Problem	(2)
B(EDA)3		<u>Manpower Resources Analysis</u>	9
B(EDA)3.3-1	L	Human Resources in Economic Development	(1)
B(EDA)3.3-2	L	Manpower Resources Analysis	(2)
B(EDA)3.3-3	L	Development of Manpower Resources Infor- mation	(1)
B(EDA)3.3-4	CS	Developing Manpower Resources Information	(2)
B(EDA)3.3-5	L	Manpower Training Programs	(2)
B(EDA)3.3-6	L	Identification and Resolution of Man- power Problems for Existing Firms	(1)

B(EDA)3.4		<u>Programs of Assistance to Business and Industry</u>	10
B(EDA)3.4-1	L	Development of Economic Opportunities	(2)
B(EDA)3.4-2	L	Role of the University Center for Technical Assistance	(1)
B(EDA)3.4-3	L	The Problems of Small Business and Industrial Concerns and Environ- mental Factors	(1)
B(EDA)3.4-4	L	Management and Technical Assistance for Small Business and Industrial Concerns	(2)
B(EDA)3.4-5	L	Technology Transfer	(1)
B(EDA)3.4-6	L	Sources of Capital for Business and Industry	(1)
B(EDA)3.4-7	C	Economic Impact Analysis	(2)
TOTAL TIME			69

GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CASE STUDY (CS) - The study of a specific situation in order to develop analytical and decision-making abilities. It may also include study of the solution actually taken and the results obtained.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

PRACTICAL (P) - Instruction involving active student participation where the student applies or practices what has been taught. The term is used to cover those forms of application not specifically categorized by other terms (e.g., conference).

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QUARTERLY PROGRESS REPORT

PROJECT A-1088

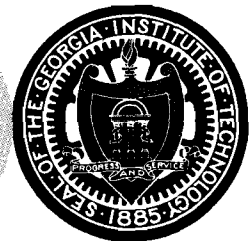
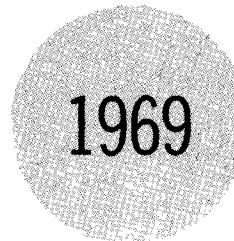
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

R. E. COLLIER

Contract EDA Grant No. OER-208-G-68-3

January 1 - March 31, 1969
Issued April 4, 1969

Prepared for
Economic Development Administration
Washington, D. C.



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station
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QUARTERLY PROGRESS REPORT

PROJECT A-1088

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

By

R. E. COLLIER

CONTRACT EDA GRANT NO. OER-208-G-68-3

January 1 - March 31, 1969
Issued April 4, 1969

Performed for
ECONOMIC DEVELOPMENT ADMINISTRATION
WASHINGTON, D. C.

INTRODUCTION

Objective

The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 is to provide instruction in the practical processes of economic development for economic development district personnel, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

The objective is to be achieved through the conduct of three training programs tentatively entitled:

Program #1 -- Basic Economic Development Program

Program #2 -- Advanced Economic Development Program

Program #3 -- Management and Technical Assistance Program

The exact duration of each program and the type, frequency, and timing of each program presentation are to be jointly determined by EDA and IDD. Six program presentations are to be made during the grant period.

Summary of First Quarter Activities

During the first quarter of the grant period, working-level coordination between the Economic Development Administration and the Industrial Development Division was firmly established. Representatives of both activities exchanged visits in order to become thoroughly familiar with training requirements and the capability of IDD to accomplish established requirements.

Preparations were completed during the quarter for the conduct of an advanced economic development training program entitled the Executive Training Program. Information concerning this program was furnished all development districts. Enrollment in the program at the end of the quarter indicated that each of the two scheduled sessions would have approximately 15 participants. The first presentation was scheduled to be conducted during the period July 14-19, 1968, and the second presentation was scheduled for October 13-18, 1968.

A program concept for a Basic Economic Development Training Program was completed during the quarter and forwarded to EDA for review and approval. Course writing for this training program was to commence during the second quarter.

Summary of Second Quarter Activities

During the second quarter of the grant period, two sessions of the Executive Training Program were conducted. The first session was presented during the period July 14-18; the second session was presented during the period September 15-20. A total of 29 participants completed the two sessions. The third session of the Executive Training Program was scheduled to be conducted during the period October 13-18, with 17 participants scheduled to attend.

Development of the Basic Economic Development Training Program continued during the quarter, with two sessions being announced for the periods November 10-22, 1968, and January 5-17, 1969.

Summary of Third Quarter Activities

Two training program sessions were conducted during the third quarter. Twelve persons attended the Executive Training Program conducted during the period October 13-18 and eleven persons attended the Basic Economic Development Training Program conducted during the period November 10-27.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from January 1, 1969, to March 31, 1969. In the following section, these activities are first summarized and then followed by a step-by-step outline of activities accomplished during the quarter.

FOURTH QUARTER ACTIVITIES

Summary

Two training program sessions were conducted during the third quarter. Sixteen persons attended the Basic Economic Development Training Programs conducted during the period January 5-17 and seventeen persons attended the Executive Training Program conducted during the period February 23-28.

Executive Training Program

Program Development

A revised Program Concept and Schedule for the Executive Training Program was forwarded to the Economic Development Administration with the Second Quarter Progress Report. This concept and schedule was used in the fourth session of the program, which was presented during the period February 23-28, 1969. At the conclusion of this session, the program was again evaluated. It was determined that only minor modifications were needed in the program for subsequent sessions.

Program Announcements

On October 25, 1968, a recommendation was made to EDA that a fourth session of the Executive Training Program be conducted rather than a session of the Management and Technical Assistance Training Program. This recommendation was informally approved and the fourth session was scheduled for the period February 23-28, 1969. This session of the program was announced during the third quarter.

Program Presentations

One session of the Executive Training Program was conducted during the quarter (February 23-28). Seventeen persons attended the February session. A list of those attending is attached as Appendix 1.

Basic Economic Development Training Program

Program Development

A "Program Concept and Schedule" for the Basic Economic Development Training Program was forwarded to EDA on June 20, 1968. The purpose of this two-week training program is as follows:

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

EDA representatives interposed no formal objection to the program as proposed. Subsequently, minor changes in the proposed program were made based upon experience gained in the conduct of the Executive Training Program, and the program was presented during the period November 10-27.

At the conclusion of the November session, a program evaluation indicated that only minor changes in scope were needed and that some changes in the sequence of presentation were needed. These changes were incorporated in the program which was presented in January.

Program Announcements

The Basic Economic Development Training Program was announced to the field during the second quarter. Copies of the announcement were forwarded with the Second Quarter Progress Report.

Program Presentations

Sixteen persons attended the session conducted during the period January 5-17. A list of the persons attending is attached as Appendix 2.

Future Plans

The training sessions conducted during this period complete the training sponsored under Contract EDA Grant No. OER-208-G-68-3. The Economic Development

Administration's sponsorship of "Training Programs in Economic Development" will be continued during 1969-1970 under EDA Grant OER-208-G-69-2.

The Final Report on Contract EDA Grant No. OER-208-G-68-3 will be submitted prior to May 15, 1969.

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THE BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

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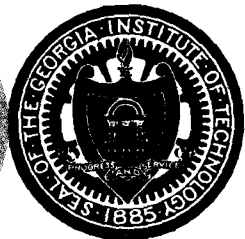
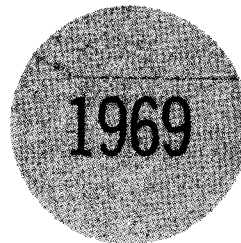
FINAL REPORT
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT
April 1, 1968 - March 31, 1969

Prepared for
ECONOMIC DEVELOPMENT ADMINISTRATION
U. S. DEPARTMENT OF COMMERCE

by **R. E. Collier**
INDUSTRIAL DEVELOPMENT DIVISION



Project A-1088
Grant No. OER-208-G-68-3



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

Project A-1088
Grant No. OER-208-G-68-3

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R. E. Collier

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
May 1969

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INTRODUCTION

The successful planning and implementation of economic development programs requires the services of personnel trained in the practical processes of community, district, and regional economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs in the development and planning fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in the community and district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in economic development programs.

During April and May 1967, the Industrial Development Division conducted a prototype, four-week training program in the fundamentals of economic development for staff personnel of the economic development districts in Georgia under EDA Contract No. C-239-65 (Neg.). An evaluation following the program concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

The Economic Development Administration then commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 is to provide instruction in the practical processes of economic development for economic development district staff members, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

Initially, the objective was to be achieved through the conduct of three training programs tentatively entitled:

Program #1 -- Basic Economic Development Training Program
Program #2 -- Advanced Economic Development Training Program
Program #3 -- Management and Technical Assistance Training Program

The exact duration of each program and the type, frequency, and timing of each program presentation were jointly determined by EDA and IDD. Program #3 was subsequently cancelled, and the title of Program #2 was changed to Executive Training Program.

The Executive Training Program was developed to provide instruction for executive directors and senior staff personnel of recently organized economic development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration. A companion program, the Basic Economic Development Training Program, is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development.

Four one-week sessions of the Executive Training Program were conducted; two sessions of the Basic Economic Development Training Program, each of two weeks' duration, also were conducted. Eighty-three individuals attended the training sessions. Three of these individuals attended both programs. Forty-six economic development districts and five county planning groups were represented. Twenty-five executive directors and 22 deputy-assistant directors participated.

The purpose of this report is to review the activities covered under this project from April 1, 1968, through March 31, 1969. The report consists of a step-by-step discussion of activities accomplished during the year in the following order:

Program Development	Program Accomplishments
Program Promotion	Findings and Recommendations
Conduct of Training	

The materials contained in this document and the materials contained in the training programs were developed for instructional purposes only. Thus the material presented and the views expressed may or may not reflect the official views and policies of the Economic Development Administration or the Georgia Institute of Technology.

PROGRAM DEVELOPMENT

General Program Characteristics

At the outset, it was recognized that no single training or orientation program can fully meet all individual needs for training in the field or economic development. However, it was believed that the training programs developed by the Industrial Development Division should have the following general characteristics:

1. They should be practical and understandable.
2. They should be action-oriented with emphasis on short-range goals, but with consideration given to long-range effects.
3. They should avoid sophisticated, quantitative techniques which are not currently available to most economic development districts because of their cost, the lack of personnel trained in quantitative techniques, and the lack of adequate information systems.
4. Teaching methodologies and materials should be sufficient to insure good program continuity, but flexible enough to meet individual participants' needs when and where such needs are identified.

Early in the grant period, the feasibility of conducting a Management and Technical Assistance Training Program for personnel of the university centers for technical assistance became questionable because of factors over which the Industrial Development Division had no control. During the grant period, a joint determination between EDA and IDD cancelled this program and substituted an additional training session of the Executive Training Program in its place. Accordingly, this report concerns only those programs directly related to the activities of the economic development districts.

Approach to Program Structuring

The Economic Development Training Section of the Industrial Development Division utilizes a systematic approach in the development and accomplishment of economic and industrial development training programs. The training system accepts a finite number of inputs, performs a finite number of operations in an orderly sequence, and produces a finite number of outputs. The principal resource input is expertise. The principal outputs are trained personnel and

course documentation. Output quality and quantity are in direct proportion to the financial support of resource inputs. Within limits, the system will accept varying levels of financial support of resource inputs. The level of resource inputs directly affects the effort applied to internal system operations. Generally speaking, the order of priority of effort is as follows:

1. Basic research and basic course documentation
2. Course presentations
3. Analysis and course evaluation leading to course improvement
4. Improved documentation, including development of necessary text materials
5. Repetition of course presentations and course improvements

The Industrial Development Division staff was keenly aware that certain factors had to be considered if practical, worthwhile training programs were to be developed to support operations of the Economic Development Administration. The following considerations are reflected in the economic development training programs developed and presented by the Industrial Development Division for personnel associated with economic development districts:

1. No two districts are alike, nor are their environmental circumstances the same; consequently, development patterns, program alternatives, and timing will differ among the several development districts.

2. Each executive director is a distinct personality; thus, differences among directors will be reflected in development patterns of the several districts.

3. While some districts have been established recently, others have been in existence in some form or another for five or six years. Thus, the older districts will, in most instances, have broader program approaches than the newer districts, reflecting the level of local and state financial support.

4. A dichotomy exists in the area of instruction relating to development district programs. Sound economic development training programs sponsored by the Economic Development Administration must cover the field of interest, yet continually emphasize the proper linkage between the "district concept" and "project treatment."

Personnel associated with the Industrial Development Division are well acquainted with the general field of industrial, economic, and community

development and are aware of the rapid changes that are currently occurring in these fields. The decision to expand IDD's training activities in direct support of activities associated with Federal agencies was based upon an overall staff capability in economic development and the Division's long association with the Georgia multicounty planning and development districts (area planning and development commissions). Industrial Development Division personnel experienced little difficulty in developing and conducting the training programs sponsored by EDA. There are, however, certain general observations that can be made concerning the nature of the programs.

Doctrinal Guidance

The economic development training programs developed and conducted by the Industrial Development Division are based upon guidance furnished by the sponsoring agency. It was determined that major program emphasis should be placed on fostering EDA's economic development district concept rather than other EDA statutory programs. The Handbook for Economic Development District Organizations and the Summary of the Economic Development District Program provided basic doctrinal guidance. This guidance was later confirmed by information contained in Appendix 1.

Scope and Levels of Programs

It was determined that the training programs in economic development should consider all staff activities that a mature district might possibly undertake under the guidance previously described. Figure 1 illustrates a composite model of activities that are undertaken by the economic development districts in Georgia, some which have been in operation for over eight years.

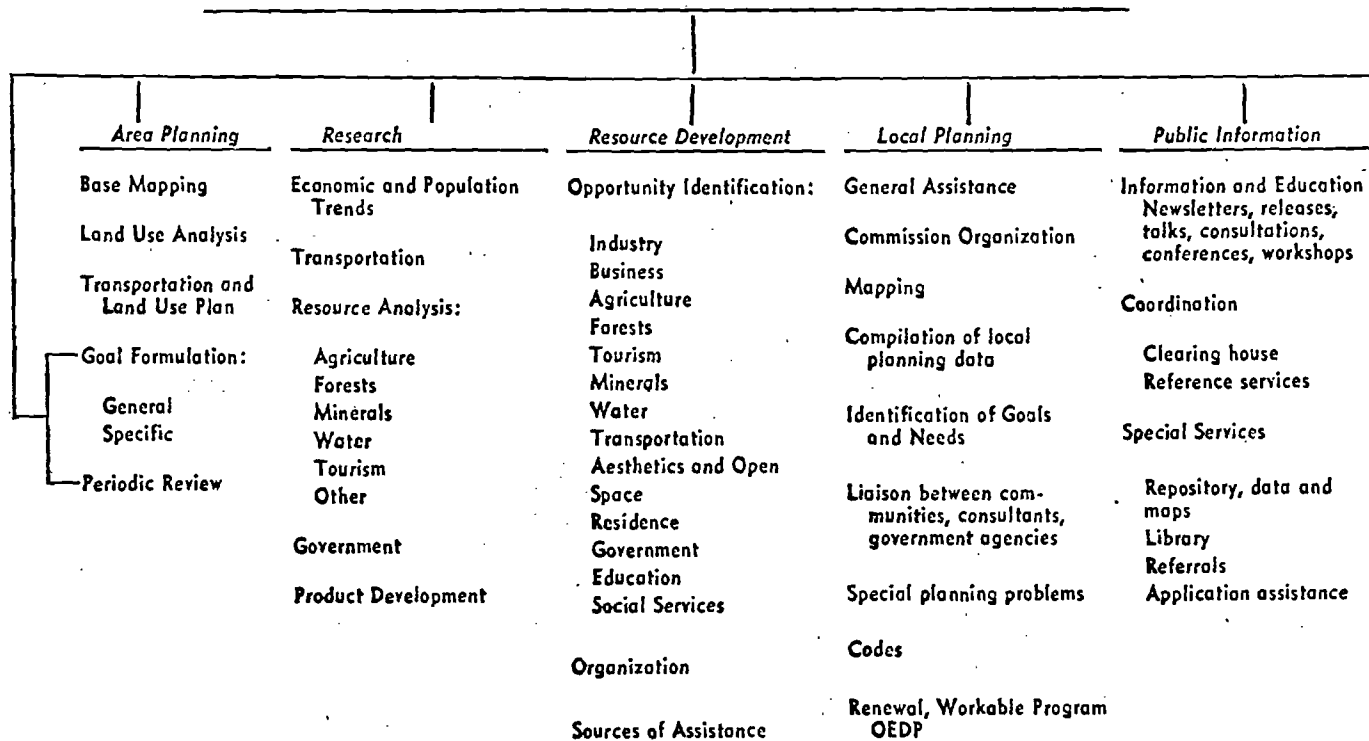
Due to the paucity of time, it was not possible to consider each facet of a district's program in depth; thus, emphasis was placed upon the developmental aspect of the district program rather than physical planning aspects.

Two training programs with differing levels of instruction were developed. The Executive Training Program was devised to provide instruction for executive directors and senior staff personnel. A companion program, the Basic Economic Development Training Program, was developed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development.

Figure 1

ACTIVITIES OF ECONOMIC DEVELOPMENT DISTRICTS IN GEORGIA

There are many activities that can be undertaken in a mature economic development district when the district is properly supported by the local citizens, when adequate financial support is provided, and when state laws support the multicounty development district concept.



Source: Northeast Georgia Area Planning and Development Commission

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration.

The Basic Economic Development Program is designed to provide instruction for personnel with little formal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several development districts and regional organizations, those involved in the EDA University Centers for Technical Assistance Program, and for EDA agency personnel.

Program Structure

The Executive Training Program and the Basic Economic Development Training Program are structured similarly to enhance communication among the executive directors and staff members who may attend the training programs. The two courses differ principally in the level of instruction and the comprehensiveness of certain subject matter contained in the instructional material prepared for each program.

Each training program is divided into a series of subcourses designed to support major teaching objectives. However, instructional interrelationships extend well beyond the conceptual bounds of any subcourse since the subcourse groupings are basically a means of providing a rational approach to program structuring.

The several subcourses constituting the two training programs are described in Appendix 2 and Appendix 3. The subcourse statements generally describe the purpose, scope, and essential characteristics of the subcourse and associated periods of instruction. Based upon these general statements, each period of instruction was developed.

Problem Areas

Generally speaking, those who deal in education and training feel most comfortable when the students are taught only subjects that are fully

understood, subjects in which the knowledge has been tested and organized, and subjects in which the students can be examined on the extent to which they have assimilated an established body of knowledge. To the extent that any course deals with current events, it frequently fails to meet any of these standards. Economic development is a multidisciplinary field that embraces a wide range of human endeavors, covers an area of knowledge in which there are many valid viewpoints, and deals with the contemporary. Yet, if teaching is to be offered that deals with the activities of the economic development district, it must involve some concern for what is contemporary, and even for what is still hidden in the future.

An initial problem encountered in the design of the two training programs involved a determination of the central theme for the programs and the approach that should be undertaken to limit the scope of the programs to an optimal coverage in the field of district economic development. It was determined that each program should emphasize a pragmatic, economic approach to district development, yet give due consideration to supporting cultural and nonrevenue-producing aspects of community life.

A second problem in course design concerned the diversity in the background, educational level, work experience, and age of those expected to attend the sessions. A brief analysis of EDA's emerging development district program indicated that no consistent personnel pattern could be expected. Experience gained during the conduct of six training sessions, involving over 80 persons, confirmed this finding. Actually, the only noticeable common characteristics of those attending the training programs were a very high level of motivation, a belief in the future of the Economic Development District Program, and a high degree of individual professional competence in various fields of endeavor. The nonhomogeneous nature of personnel involved in district operations is believed to add great strength to the district program, but will continue to pose a problem in developing and conducting suitable training programs.

A third problem area involved teaching methodology. Ideally, a training program should have a proper balance between lecture instruction and application. However, in short training programs of one week's duration with students possessing diverse backgrounds, it is often necessary to provide a higher proportion of lecture presentations than is normally desirable. Practical economic development training programs tend to be sterile and unproductive unless there

is an adequate interchange between the instructor and student and the proper interaction among those attending the training. The communication links cannot be established until a sufficient base of understanding among participants is achieved. The lecture form of instruction furnishes the most expeditious means of initially achieving this mutual understanding.

In view of the diverse nature of the participants and the short duration of instruction, it has been difficult to achieve a proper methodological balance in the Executive Training Program. However, as the development district program progresses and district personnel become more experienced, the program can be redesigned to provide additional time for discussion and application. The Basic Economic Development Training Program appears to possess a somewhat better methodological balance than the Executive Training Program, due principally to the length of the course and the basic nature of the subject matter.

A fourth problem involved in course development was concerned with environmental factors. Since the Industrial Development Division had been involved with the development of the Georgia area planning and development commissions (districts) and since the Division's experience had been confined primarily to the state of Georgia, it was feared that the instruction would overemphasize Georgia environmental circumstances. A determined effort was made to reduce such effects to a minimum and to make the instruction as applicable as possible to all environmental circumstances. Events later proved that this environmental factor was not of critical importance and that the instruction was applicable to essentially all district environments.

Although a great deal of economic development literature, information, and data currently are available, and it appears that the flow is steadily increasing, research findings relating to the subregional economic development district operations are generally not available. District OEDP's, technical studies produced through the technical assistance program, and other such studies of a technical economic nature, of course, are needed in that part of the training program related to resource development. However, there appears to be a need to conduct additional applied research pertaining to the district itself; that is to say, there is a need to develop and organize a body of knowledge especially related to the subregional area of development. The lack of such a body of knowledge to some extent has retarded the development of the training programs.

PROGRAM PROMOTION

Initial Announcement

In accordance with an agreement between EDA and IDD representatives, an announcement of the conduct of the economic development training programs was made by both organizations to district organizations listed in the Directory of Economic Development Districts, U. S. Department of Commerce, Economic Development Administration, Office of Development Districts, March 1968. Appendix 4 is a sample of the announcement made by EDA. Appendices 5 and 6 show the material forwarded to district organizations by IDD. Subsequently, the brochure contained in Appendix 7 was forwarded to all district organizations.

Continuing Promotion

Initially it was concluded that full implementation of the program could not be obtained, insofar as participation was concerned, unless a substantial number of the executive directors of the districts supported the program. It was further concluded that the best means of obtaining their support was to encourage their participation through course attendance. Accordingly, three executive-level programs were scheduled and conducted prior to the conduct of a basic-level course. It now appears that the most effective program promotion was accomplished by executive directors and senior staff personnel who attended the training sessions. A substantial number of the directors who attended the training sessions also had their staff assistants attend. In a number of instances, IDD was informed that persons attended the program because of the recommendation of those who had previously attended one of the training sessions.

CONDUCT OF TRAINING

Training Sessions Conducted

Six training sessions were conducted during the grant period, as indicated in the following table.

Table 1
TRAINING SESSIONS PRESENTED

<u>Course Title</u>	<u>Dates Presented</u>	<u>Number of Participants</u>
Executive Training Program	July 14-19, 1968	12
	September 15-20, 1968	17
	October 13-18, 1968	12
	February 23-28, 1969	17
Basic Economic Development Training Program	November 10-22, 1968	12
	January 5-17, 1969	<u>16</u>
	Total	86

Participants

Eighty-three individuals attended the training sessions. Three of these individuals attended both programs. Forty-six economic development districts and five county planning groups were represented. Twenty-five executive directors and 22 deputy/assistant directors attended the programs. A list of those attending the training sessions is contained in Appendix 8, and a list of organizations whose representatives attended is attached as Appendix 9. Appendix 10 graphically indicates the geographic home locations of those attending the training programs.

Program Administration

Although no significant administrative problems arose during the conduct of training phases of the program, the expenditure of administrative effort was somewhat greater than had been originally anticipated. A significant amount of this effort was expended in maintaining communication with prospective participants. Since the majority of the districts were in a formative

period, it was necessary that IDD maintain a most flexible attitude toward scheduled attendance of participants. It was recognized that unforeseen demands would arise and that prospective participants frequently would have to cancel their enrollments and be enrolled in subsequent training sessions.

In most instances, IDD made hotel reservations for the participants, but for the most part, the participants were self-sustaining and required little assistance from IDD personnel after normal working hours.

Generally, the participants were prompt in attending classes and were most cooperative and mature in their actions while attending the program.

Participants who attended the training sessions were awarded certificates as illustrated in Appendices 11 and 12.

Instructional Problems

During the conduct of the training sessions, two tendencies on the part of some of those attending the sessions were detected. Most of those attending the training programs had heard some of the "words" of economic development before. In a few isolated instances, some of the participants tended to close their minds to the instruction and somehow gained the feeling that the instruction was below their level. These isolated instances soon created an awareness on the part of the instructional staff of this tendency, and every effort then was made to alleviate this condition before it arose.

A second tendency that participants sometimes displayed was the feeling that attendance at the training program would, in some manner, immediately solve the problems that they faced in their districts. Here, again, it was necessary for the instructional staff to be alert to such tendencies and to take prompt remedial action. The following statement contained on one student evaluation report illustrates the tendency just described:

I think your basic approach which stresses people is Excellent. Somehow or other I felt that some students, even after completion of the training session, still missed the point. I do not feel that this is IDD's fault, but it is a problem now and will continue to be, and many future students are going to come to you expecting to find the panacea for their area's problems.

PROGRAM ACCOMPLISHMENTS

Course Evaluation

General. Each program session conducted during 1968-1969 was subjected to evaluation. This evaluation was based on comments submitted by course participants, observations made by an institutional observer, and comments and recommendations submitted by the instructors. A sample of the evaluation form is attached as Appendix 13.

Executive Training Program. An evaluation of the first session of the Executive Training Program indicated that the program was basically satisfactory, but that certain modifications probably would improve the program. The following deficiencies were noted:

1. Some periods of instruction appeared to be below the level desired for an executive group.
2. Some of the instruction was "nice to have" but not essential when time is a limiting factor.
3. In some areas of instruction, additional subject matter was required to round out the instruction.
4. The program of instruction was too rigidly structured with too many hours of formal presentations to provide adequate interchange among participants and between the participants and the instructors.
5. In some instances, the sequencing of instruction did not provide for a progressive flow of information leading to the accomplishment of course objectives.

As a result of the program evaluation, a revised program was developed for the second session. These changes were forwarded to SBA in the second quarter report.

At the conclusion of the second session, an evaluation of the program was made again. It was determined that the changes made as a result of the first session evaluation were sound ones and that no substantial program changes were needed for the third session. This determination did not imply that course improvements would not be needed from time to time. However, generally speaking, the program content was considered to be sound, and major

course improvements should be made in the future in an evolutionary manner based upon research findings and program presentation experience. Minor changes were made after subsequent presentations and all changes incorporated into Appendix 2.

Basic Economic Development Training Program. An evaluation of the first session of the Basic Economic Development Training Program indicated that the course structure was fully satisfactory but that some improvement of course material was needed. This was accomplished prior to the conduct of the second and final session.

It is felt that the basic course was essentially a good one at the beginning of the course's presentation for two reasons. First, the level of instruction dealt with economic development matters with which the Industrial Development Division has been working for a number of years. As previously noted, a considerable body of knowledge is available in the general economic and industrial development fields, while there is a paucity of information relating to economic development district operations. Second, the experience and information gained during the conduct of three sessions of the Executive Training Program were transferred to the basic level, where appropriate. However, it was necessary to make some minor changes in the program following the first session. These changes were incorporated into Appendix 3.

Quantitative Accomplishments

Since it was necessary to evaluate the results of the training program in subjective, qualitative terms, no real assessment of the program can be made in quantitative terms other than to state that 83 individuals attended the training sessions representing 46 economic development districts and 14 other activities and agencies.

Qualitative Accomplishments

The basic objective of the economic development training programs is to provide instruction in the practical processes of economic development. The primary end-result of such programs must ultimately be measured in terms of improved personnel performance on the job. At this time, the Industrial Development Division can measure the program efficiency only in terms of course demand, for in the final analysis, the effectiveness of a training program

conducted on a voluntary basis can best be evaluated in terms of demand for additional training sessions. Officials of responsible operations will not continue to send their personnel to training programs unless they are convinced that the training provided actually improves the employees' performance. Thus, over a period of time, the most critical means of evaluating program accomplishment is through analysis of repeated attendance from agencies which results from the agency's evaluation of their employees' improved job performance. Although it is much too early to make a full evaluation of the accomplishments of the training programs in terms of improved personnel performance, the statistics contained in Appendix 9 and the statements contained in Appendices 14 through 19 indicate that, qualitatively speaking, the programs are achieving some results insofar as improved personnel performance is concerned.

While the primary aim is to improve personnel performance, other benefits appear to be resulting from the conduct of the training programs. They are as follows:

1. The training programs offer district personnel the opportunity of exchanging views and discussing common problems on "neutral" ground, within an academic climate.

2. All district directors have been furnished a copy of Appendix 8 and encouraged to establish informal communication channels for the exchange of information, assistance, and advice.

3. It is believed that the training programs are tending to engender a sense of esprit de corps among development district personnel based upon a personal relationship developed during the conduct of the training sessions.

4. The conduct of the training programs requires that a body of knowledge concerning development district activities be developed. This is beginning to occur at the Industrial Development Division. This accumulation will be accelerated as time passes and as research findings become available.

FINDING AND RECOMMENDATIONS

General Observations

In a very real sense, the economic development training programs conducted by the Industrial Development Division under sponsorship of the Economic Development Administration during 1968-1969 were experimental in nature. Although there is an abundance of general economic information available and considerable work has been accomplished in the fields of industrial and community development in recent years, economic development at the district or subregional level of the areal hierarchy of economic development appears to be in the formative stage. So far as is known, few training programs address themselves to district development. The Industrial Development Division considers that the multicounty economic development district will be one of the most significant centers of economic development activity for the next few years. If the foregoing statement is a valid one, then it must be concluded that there is a need to further organize a body of knowledge specifically related to the subregional, or multicounty, economic development district.

Based on the experience gained during the development and conduct of the economic development training programs, it is concluded that it is feasible to develop a body of knowledge specifically related to development district activity, but that considerable additional applied research is required, especially in such areas as practical information systems, program evaluation, and development district organization, management, procedures, and techniques.

It is further concluded that progressively effective training of development district staff personnel must be based upon applied research specifically relating to subregional problems and district organizational activity.

Specific Findings

The following findings relate specifically to the training programs in economic development conducted by the Industrial Development Division under Grant No. OER-208-G-68-3:

1. The training programs developed/conducted during 1968-1969 achieved the goals set for the program in accordance with the financial support furnished by the sponsor.

2. There are now in operation over 85 economic development districts employing some 234 full-time staff members (including secretaries). This EDA-supported group and other EDA-related activities provide an ample base for continuing training in the field of economic development.

3. Although there is an adequate base of potential participants for EDA-sponsored training programs, the process of alerting personnel to training opportunities and the administrative processes involved in the training program are more time-consuming and expensive than was originally anticipated.

4. Under the present project, IDD training program development was based upon the current level of knowledge among staff members. However, the rapidly increasing flow of economic development information makes it essential that those working with training programs be provided sufficient time for research relating directly to those aspects of the training program with which they are involved. Valid and viable training programs must be based upon current research and available information. The current grant offers limited support for this type of activity but is at an inadequate level for second-generation development of training programs.

5. As training programs develop, there is an increasing need for supporting text materials relating directly to the program involved. The development of such material is time-consuming and expensive, and generally beyond IDD's capability to accomplish under current grant provisions.

6. It is concluded that there is an overriding need to continue to furnish effective training for economic development district personnel by some qualified training agency. As the several economic development district organizations mature and as staff personnel develop the required expertise, it is essential that advanced, in-service professional training be provided.

Recommendations^{1/}

It is recommended that the following tasks be undertaken by the Industrial Development Division during 1969-1970 under sponsorship of the Economic Development Administration:

^{1/} The following recommendations were made to the Economic Development Administration on January 21, 1969, and approved. The 1969-1970 program is described in the brochure attached as Appendix 20.

1. Course Presentations

It is proposed that the following number of course presentation be made during 1969-1970:

- a. Basic Economic Development Training Program (2 weeks)
Three (3) sessions
- b. Industrial Development Training Program (1 week)
Two (2) sessions
- c. Executive Training Program (1 week)
Two (2) sessions
- d. Advanced Executive Training Program (1 week)
Two (2) sessions

In summary, the foregoing proposal would provide for nine program sessions or 12 weeks of training. Assuming that each session had 15 participants, 180 man-weeks of training would be provided under the proposal.

2. Conduct of Training Programs Developed During Year 1 of EDA Grant No. OER-208-G-68-3

The Executive Training Program and the Basic Economic Development Training Program developed and conducted during the first year of the grant cited above are considered to be generally satisfactory, although additional research in support of the instruction is needed to keep the courses of instruction up-to-date. Additionally, supplementary reading material pertinent to each course needs to be developed and furnished participants.

3. Development of Additional Programs of Instruction Designed to Meet Specific Needs of Personnel Associated with EDA-Supported Activities

An information analysis of the operations conducted under EDA Grant No. OER-208-G-68-3 has revealed that there is a need for two additional programs of instruction designed to meet specific needs of potential participants in EDA's Training Programs in Economic Development. These programs are entitled "The Advanced Executive Training Program" and "The Industrial Development Training Program."

4. Program Research

As previously noted, valid and viable training programs must be based upon current research of available information. The development of programs during the first year of the grant was based primarily upon current levels of knowledge among IDD staff members, with only limited amounts of time made

available for research in support of particular areas of instruction. The rapidly increasing flow of economic development information makes it essential for those working with training programs to be provided sufficient time for research relating directly to those aspects of the training program with which they are involved. Since the training programs frequently involve areas of knowledge beyond IDD's day-to-day operations, it is essential that those charged with instructional duties be afforded sufficient time to conduct research necessary to keep courses of instruction up-to-date. This proposal is based on the proposition that additional time for research will be made available to those charged with instruction during the second year of the grant.

5. Development of Supplementary Instructional Materials

As training programs develop, there is an increasing need for additional supporting instructional materials relating directly to the program involved. The development of such materials is generally beyond the scope of current grant funding. This proposal envisions the strengthening of the training programs through the development of additional supplementary instructional materials in support of the program and the issuance of standard IDD publications to participants for their retention.

The supplementary materials developed will depend upon relative program requirements and the resources available after program needs for research, presentation, and basic documentation have been satisfied. Materials issued for use in the training program are to be retained by the students upon completion of the course of instruction. In addition, five copies of each publication developed by IDD for the Economic Development Training Program will be furnished EDA with other course documentation on request. Additional copies of such publications may be obtained from IDD on a cost basis provided sufficient lead time for reprinting is available.

6. Program Promotion

The ultimate value of EDA's training programs in economic development will depend in large measure upon the quality of the programs and the number of persons attending the several sessions. Since attendance at the training programs is on a volunteer basis, it is essential that responsible district personnel and others be kept fully informed concerning the program and encouraged to participate. Although the response to IDD's promotional efforts to date has been very satisfactory, the number of program sessions planned for the next grant

year will require additional promotional effort if program benefits are to be extended to all eligible persons.

7. Program Evaluation

Periodic program analysis and evaluation is essential if valid training programs are to be conducted on a continuing basis. The funding level of the current grant is such that only limited program appraisals can be made. Although each program session has been subjected to analysis and review, there is a need to strengthen the analytical and evaluation process. This proposal, if approved, will provide for more effective program analysis and evaluation.

APPENDICES

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Appendix 1
CHARACTERISTICS OF THE ECONOMIC DEVELOPMENT DISTRICT^{1/}

A Multipurpose Agency. The district is a multipurpose agency. That is to say, it recognizes that development of the economy cannot be accomplished in isolation, that the economy is inextricably bound up with all the other resources of the area -- social, physical, natural, and human. Therefore, the district is necessarily committed to community development on a broad scale. Districts may seek a role in health planning, in HUD 701 programs, in human resources activities and education, as well as EDA statutory programs. Economic development, of course, must rank as the central concern of an EDD, and the record proves that it does in almost every district. But in emphasizing a job creation and income-producing role, one must not think that full progress can be achieved in an area that is not moving ahead on all development fronts.

Broad-based Organization. The point that is being established through the EDD program is that local governments alone cannot solve the complex socio-economic problems confronting their communities. Business alone cannot do the job. Nor can the man on the street. And the hard-core unemployed are not really able to change things on their own, either. What is needed is a coalition, a merger of all community interests for the common good. If everyone contributes what he has -- power, money, skills, ideas, resources, understanding, or whatever -- much more can be done than in an unorganized, every-interest-for-itself situation. One cannot expect any substantial segment of the community to support that community's development without having an effective voice in deciding what is to be done.

Autonomous Local Institution. The district is an autonomous local institution. Stated in another way, an economic development district belongs to the local people who make it up. Though EDA is its principal sponsor, at this time, it does not belong to any of the Federal agencies funding it. The district exists as a local development agency. Because it qualifies for EDA help and fulfills its requirements, EDA has no control over an EDD beyond the rather limited, technical requirements of the Act and of its official guidelines.

^{1/} Based on remarks of Richard T. Greer, Acting Director, Office of Development Districts, before a meeting with EDA Area Office Directors and Economic Development Specialists on October 15, 1968.

The staff is one of the chief reasons for the enduring potential of the district concept.

Requires State and Federal Support. The district program requires state and Federal support. Especially in the distressed areas with limited resources and leadership, one cannot expect that counties, on their own initiative, will group themselves into cohesive alignments in an efficient pattern of subregionalization. Too many programs and interests must be served, too many local rivalries overcome. And beyond the problem of multipurpose delineation, it must be admitted that financial and technical help are necessary precisely because of the emaciated condition of the local economy. The development road is long, hard, and expensive. The prosperous national economy must assist its disadvantaged pockets to reach a more self-sufficient level.

Appendix 2

Project A-1088
EDA Grant No. OER-208-G-68-3

AREA AND DISTRICT PLANNING AND DEVELOPMENT
EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

February 23-28, 1969

PROGRAM CONCEPT
AND
SCHEDULE

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

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Foreword

The Public Works and Economic Development Act of 1965 (P.L. 89-136) has a single primary objective: to create a climate conducive to the development of private enterprise in America's economically distressed communities. It does this by insisting upon local initiative to design and implement community redevelopment in partnership with government, in order to harness the economic potential of districts that have long been outside the mainstream of the nation's prosperity. This objective requires more than a piecemeal, project-at-a-time approach. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions.

The focal point of all Economic Development Administration programs is district development achieved through the economic development district. Generally speaking, the community is the building block upon which district and regional growth depends. However, district and regional growth characteristics constitute a general guide for community growth.

It is recognized that substantial variance exists among the several economic development districts functioning under the auspices of the Economic Development Administration; it can be expected that environmental factors will continue to dictate considerable variance in program orientation and modes of operation among the several districts. Accordingly, the orientation and training program outlined herein does not purport to provide a stereotyped approach to district program content and mode of operation. Rather, it is designed to provide a period of time for the exchange of ideas, concepts, principles,

and methodologies applicable to district operations and to explore program approaches and alternatives so that district organizations may achieve program objectives through the most suitable means.

The program outlined herein has the approval of the Economic Development Administration.

Ross W. Hammond, Chief
Industrial Development Division
GEORGIA INSTITUTE OF TECHNOLOGY

EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of this program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts.

Scope

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development. The applicability of several economic development programs to district activities is explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, human and population characteristics are taken into full consideration. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

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SUBCOURSE CONCEPTS

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SUBCOURSE D(EDA)1

COMMUNITY DEVELOPMENT

11.5 Hours

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources supplementing services and materials from both governmental and nongovernmental agencies outside the community.

Three basic steps are involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implications must be obtained. Third, courses of action must be developed and implemented.

The community is the building block for district and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish executive directors an orientation in the principles and methodologies involved in community development.
2. To relate community development to district-wide development so that district plans and programs will fully consider community needs.
3. To examine methodologies and practices used in community development with the view of using such methodologies in the development of district-wide plans as well as in community development programs.

Scope

LESSONS	Hours
D(EDA)1.1-1 L Community Development - Concepts, Principles and Interrelationships	2
<p>A survey of the concepts and principles involved in community development with emphasis on the basic factors of human and material resources. Stress is placed upon the community as the building block for district growth and the interrelationship of community development with area and regional growth.</p>	
D(EDA)1.1-2 L Human Resources in Community and District Development	1
<p>The primary purpose of this session is to provide economic development district personnel with concepts and a basic understanding of community and district human resources analysis and its importance to economic and industrial development efforts.</p>	
D(EDA)1.1-3 C Involvement of Citizens in Community and District Development	2.5
<p>Valid and viable community and district development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon the kind of area they want and the best ways of achieving it. However, it is frequently necessary for the "professionals" involved in economic development work to encourage and guide citizen participation in the development process.</p>	

in the community with accompany social, educational, human, and cultural factors which provide a basis for community evaluation.

D(EDA)1.1-6 C Community Evaluation - Action Programs

3

A conference period devoted to group analysis of a particular community to determine its strengths and weaknesses and to discuss possible action programs applicable to the community.

DISTRICT ECONOMIC DEVELOPMENT

Purpose

The Economic Development District Program provides a multicounty approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources, and these counties are economically linked by markets for resources, labor, goods, and services.

1. To examine concepts and guidelines relevant to the EDA Economic Development District Program.

2. To study methodological approaches involved in determining community, district, and regional growth characteristics as an approach to the formulation of district goals and the synthesis of the OEDP.

3. To examine program approaches and alternatives which may be employed by the district staff.

Scope

LESSONS		Hours
D(EDA)2.1-1	L Concepts of Regional Economic Development - An Overview	1

The purpose of this period of instruction is to provide the participant with a framework for the consideration of regional

D(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development	2
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D(EDA)2.1-3	L	Information Requirements for Planning and Development	1.5
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D(EDA)2.1-4 L Manpower Resources Analysis 2

-40-

and research are important to district economic and industrial development efforts; (2) what expansion planners or plant location specialists want to know about an area's manpower resources; (3) how to develop a plan of action for accumulating or developing needed manpower resources information; (4) sources of existing manpower resources information; (5) developing new manpower resources information; and (6) what a district organization should do with the manpower resources information that it has collected, developed, and analyzed.

D(EDA)2.1-5 C Developing Manpower Resources Information

1

The primary purpose of this session is to familiarize economic development district personnel with techniques and procedures used to determine the availability, characteristics, qualifications, needs, and potentials of a district's manpower.

D(EDA)2.1-6 GL Economic Development District: Staff Activities

2

There are many activities that can be undertaken in a mature economic development district when the district is properly supported by the local citizens, when adequate financial support is provided, and when state laws support the multi-county development district concept. The class, guided by an experienced executive director, will discuss the activities a district staff may undertake, including area planning, community assistance, resource development, research,

and public information. This discussion is not restricted to EDA-supported activities, but relates to all possible activities or program alternatives a district staff may undertake.

D(EDA)2.1-7 GL EDA Field Operations

2

This period of instruction is concerned with the operations of the EDA area office, its relationships with the EDD organizations in the area, and the functions of the economic development specialist.

SUBCOURSE D(EDA)3

ASSISTANCE PROGRAMS

7 Hours

Purpose

Federal, state, and private assistance programs play an important role in community and district development. The wise and intelligent utilization of these programs within a particular district will maximize the effects of the programs. Although members of the district staff may not implement these programs, their advice and assistance to local officials, community leaders, and individual businessmen may be of inestimable value. Thus, as a staff becomes more mature and experienced, its members frequently will be asked for advice and assistance.

In this connection, more and more Federal assistance programs are being implemented in a manner that will result in orderly and progressive economic growth in a district or community, as well as provide the maximum economic contribution. The district staff is playing an increasingly important role in the coordination of the several programs at the local level to insure that these objectives are met.

Also, the district staff can play an important role in the identification and development of economic opportunities for business and industry in the district by providing advice and assistance to the business community. The staff also provides a vital link between jobs created and those who need employment.

The purpose of this area of instruction is to familiarize course participants with the several programs of assistance so that they may accomplish their duties in a more comprehensive manner.

Scope

LESSONS	Hours
D(EDA)3.1-1 L Role of the University Center for Technical Assistance in Community and District Development	1
<p>The university systems of the several states are assuming an increasingly important role in the economic life of the country. This period of instruction emphasizes the role of EDA's university centers for technical assistance in furnishing practical assistance to the economic development district and the necessity for integration of the center's program with community and district development through the economic development district.</p>	
D(EDA)3.1-2 L Development of Economic Opportunities	1
<p>A period of instruction designed to familiarize course participants with those factors pertinent to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.</p>	
D(EDA)3.1-3 C Manpower Training Programs	1
<p>The primary purpose of this session is to familiarize economic development district personnel with existing local, state, and Federal training programs.</p>	

D(EDA)3.1-4 L Market Analysis

2

To familiarize the student with the function of economic evaluation in the field of industrial development, sources of economic information, and the techniques used in the collection, tabulation, interpretation, and presentation of economic data.

D(EDA)3.1-5 L Sources of Capital

1

To survey possible sources of public and private capital available for public projects and for business and industry.

D(EDA)3.1-6 L Coordination of Federal Assistance Programs

1

An overview of programs of assistance available to communities and districts, with emphasis on the coordination of Federal programs at the local level.

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SCHEDULE

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SCHEDULE

First Day

7:00 p.m.			Welcome and Orientation
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Second Day

8:30 - 9:20	D(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview
9:30 - 11:20	D(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships
1:00 - 3:20	D(EDA)1.1-3	C	Involvement of Citizens in Community and District Development
3:30 - 4:50	D(EDA)2.1-3	L	Information Requirements for Planning and Development

Third Day

8:30 - 10:20	D(EDA)1.1-4	L	Industrial Aspects of Economic Development
10:30 - 11:20	D(EDA)1.1-2	L	Human Resources in Community and District Development
1:00 - 1:50	D(EDA)1.1-5	L	Community Analysis and Evaluation
2:00 - 4:50	D(EDA)1.1-6	C	Community Evaluation - Action Programs

Fourth Day

8:30 - 10:20	D(EDA)2.1-4	L	Manpower Resources Analysis
10:30 - 11:20	D(EDA)2.1-5	C	Developing Manpower Resources Information
1:00 - 1:50	D(EDA)3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development
2:00 - 2:50	D(EDA)3.1-6	L	Coordination of Federal Assistance Programs
3:00 - 4:50	D(EDA)2.1-6	GL	Economic Development District: Staff Activities

Fifth Day

8:30 - 9:20	D(EDA)3.1-2	L	Development of Economic Opportunities
9:30 - 10:20	D(EDA)3.1-5	L	Sources of Capital
10:30 - 11:20	D(EDA)3.1-3	C	Manpower Training Programs
1:00 - 2:50	D(EDA)3.1-4	L	Market Analysis
3:00 - 4:50	D(EDA)2.1-7	GL	EDA Field Operations

Sixth Day

8:30 - 10:20	D(EDA)2.1-2	GL	EDA Approach to Economic Development
10:30 - 11:20			Program Critique

APPENDICES

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Appendix 1
RECAPITULATION OF HOURS
(By Subcourse)

D(EDA) 1		COMMUNITY DEVELOPMENT	11.5
D(EDA) 1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
D(EDA) 1.1-2	L	Human Resources in Community and District Development	(1)
D(EDA) 1.1-3	C	Involvement of Citizens in Community and District Development	(2.5)
D(EDA) 1.1-4	L	Industrial Aspects of Economic Development	(2)
D(EDA) 1.1-5	L	Community Analysis and Evaluation	(1)
D(EDA) 1.1-6	C	Community Evaluation - Action Programs	(3)
D(EDA) 2		DISTRICT ECONOMIC DEVELOPMENT	
D(EDA) 2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
D(EDA) 2.1-2	GL	EDA Approach to District and Regional Economic Development - An Overview	(2)
D(EDA) 2.1-3	L	Information Requirements for Planning and Development	(1.5)
D(EDA) 2.1-4	L	Manpower Resources Analysis	(2)
D(EDA) 2.1-5	C	Developing Manpower Resources Information	(1)
D(EDA) 2.1-6	GL	Economic Development District: Staff Activities	(2)
D(EDA) 2.1-7	GL	EDA Field Operations	(2)
D(EDA) 3		ASSISTANCE PROGRAMS	8
D(EDA) 3.1-1	L	Role of the University Center for Technical Assistance in Community and District Development	(1)
D(EDA) 3.1-2	L	Development of Economic Opportunities	(1)

D(EDA)3.1-3	C	Manpower Training Programs	(1)
D(EDA)3.1-4	L	Market Analysis	(2)
D(EDA)3.1-5	L	Sources of Capital	(1)
D(EDA)3.1-6	L	Coordination of Federal Assistance Programs	(1)
	CR	Program Critique	(1)
		TOTAL HOURS	31

Appendix 2

GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CASE STUDY (CS) - The study of a specific situation in order to develop analytical and decision-making abilities. It may also include study of the solution actually taken and the results obtained.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

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Appendix 3

Project No. A-1088
EDA Grant No. OER-208-G-68-3

BASIC ECONOMIC DEVELOPMENT
TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

January 5-17, 1969

PROGRAM CONCEPT
AND
SCHEDULE

Industrial Development Division
ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE OF TECHNOLOGY

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B(EDA)1 - Community Development	2
B(EDA)2 - District and Regional Development	6
B(EDA)3 - General Economy, Business and Industry	9
Fundamentals of Industrial Development	
Market Analysis	
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Foreword

The Economic Development Administration has found it advisable to approach economic development problems from three levels of the areal hierarchy -- community and local areas (generally not larger than a single county in extent), multicounty districts (generally about 5 to 15 counties in extent), and multi-state regions (consisting of all or parts of contiguous states). In reality, since the programs established as a result of the Public Works and Economic Development Act of 1955 (P.L. 89-136) involve state cooperation and participation, a fourth level of the areal hierarchy, represented by the states, is also involved.

The successful accomplishment of the Economic Development Administration's programs requires more than a piecemeal project-at-a-time approach to community, area, district, and regional development. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. If the Economic Development Administration's programs are to achieve stated objectives, account must be taken of the framework within which each town and city economy exists and functions, as well as area, district, and regional growth characteristics.

The successful planning and implementation of EDA-sponsored programs require the services of personnel trained in the practical process of community and area economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs in the development and planning

fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in a community or district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in community and district economic development.

No single orientation or training program can meet fully all program and individual needs in the field of economic development. However, since the focal point of all Economic Development Administration programs is related to community and district development, orientation and training in this area of economic activity is essential to the proper performance of duty by personnel recently associated with economic development activities related to the Economic Development Administration's programs.

The Basic Economic Development Training Program outlined herein has been designed to provide instruction for personnel with little formal or informal training or work experience in the field of economic development. It is a program of common instruction for personnel associated with the several economic development district and regional organizations, personnel involved in the University Centers for Technical Assistance Program and EDA agency personnel. It is a program that provides refresher and reorientation for personnel involved in economic development who feel the need to broaden their knowledge in general economic development matters.

The program is divided into three major areas of instruction as follows:

1. Community Development
2. District and Regional Economic Development
3. General Economy, Business and Industry

"Community Development" and "District and Regional Economic Development" are considered to be the primary areas of concentration. Although the area of

instruction involving the general economy, business and industry utilizes a substantial amount of the available instruction time, this area of the instruction is directly related to and fully supports the other area of instructions. A recapitulation of hours by subcourse is shown in Appendix 1.

Ross W. Hammond, Chief
Industrial Development Division
GEORGIA INSTITUTE OF TECHNOLOGY

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BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

Purpose

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

Scope

The Basic Economic Development Training Program provides a basic and common orientation for personnel involved in the planning and implementation of economic development programs conducted under the auspices of the Economic Development Administration. The program is divided into three major instructional areas: (1) Community Development, (2) District and Regional Development, and (3) General Economy, Business and Industry. Program emphasis is placed upon the total development of communities and districts. Formal instruction consist of lecture presentations, conference analysis of problem areas, case studies requiring individual or group application, and practical work emphasizing methodological approaches used in economic development work.

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SUBCOURSE CONCEPTS

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SUBCOURSE B(EDA)1

COMMUNITY DEVELOPMENT

19 Hours

Purpose

Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems, and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources, supplementing such, where necessary, with services and materials from both governmental and nongovernmental agencies outside the community.

Three basic steps are involved in the process of community development. First, all facts must be collected. Second, public discussion of these facts and their implications must be obtained. Third, courses of action must be developed and implemented.

The community is the building block for area and regional development; however, regional and district growth characteristics constitute a general guide for community growth. An adequate understanding of the interrelationships of community development and district development is basic to the development and implementation of district-wide economic development programs.

The purposes of this phase of the program are as follows:

1. To furnish an orientation in the principles and concepts involved in community development.
2. To teach methodologies and practices used in community development with the view of using such methodologies in the development of district-wide plans as well as in community development programs.
3. To relate community development to district-wide development so that district plans and programs will fully consider community needs.

Scope

LESSONS			Hours
B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	2
A survey of the concepts and principles involved in community development with emphasis on the basic factors of human and material resources. Stress is placed upon the community as the building block for district growth and the interrelationship of community development with district and regional growth.			
B(EDA)1.2-1	L	Information Requirements for Planning and Development	2
Information plays an increasingly significant role in the formulation and implementation of programs of district development. This period of instruction explores very briefly the informational needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development.			
B(EDA)1.2-2	RE	Survey of the Literature of Economic Development	3
A period of time reserved for program participants in which they may conduct a survey of economic development literature contained in IDD's basic data collection.			

B(EDA)1.3-1 C Development of Community Profiles 2

A discussion of the purposes and requirements for the community profiles and the techniques used in the development of the profiles, emphasizing not only productive and service facilities of a community, but social, educational, governmental, human, and cultural factors as well.

B(EDA)1.4-1 L Community Analysis and Evaluation 1

A presentation concerning fundamental procedures which can be followed in analyzing the strengths and weaknesses of a community, the identification of problem areas, and corrective measures.

B(EDA)1.4-2 C Community Evaluation 3

A practical exercise in which participants are required to make an analysis of a particular community and develop preliminary goals and define obstacles.

B(EDA)1.5-1 C Involvement of Citizens in Community
and District Development 3

Valid and viable community and district development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon the kind of area they want and the best ways of achieving it. However, it is frequently necessary for the "professionals" involved in economic development work to encourage and guide citizen participation in the development process. This conference period provides participants the opportunity to

discuss approaches to the involvement of citizens in community development and means of fostering the development of local leadership.

B(EDA)1.6-1 C Planning and Programming in Community
Development

3

A practical exercise based on B(EDA)1.4-2 in which the participant, as a member of a group, develops community goals and action-oriented programs for a particular community.

SUBCOURSE B(EDA)2

DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT

13 Hours

Purpose

The focal point of all Economic Development Administration programs is district development achieved through the economic development district. Generally speaking, the community is the building block upon which district and regional growth depends; however, area and regional growth characteristics constitute a general guide for community growth. What happens to the economy of a community is affected by what happens to the economic life of the county, the adjoining counties, the state, and the adjoining states. The Economic Development District Program is a multicounty approach to economic development. Sufficient counties are grouped together to form a significant "pool" of resources, and these counties are economically linked by markets for resources, labor, goods, and services.

The purposes of this phase of the program are as follows:

1. To examine concepts and guidelines relevant to the EDA Economic Development District Program.
2. To study methodological approaches involved in determining community, area, district, and regional growth characteristics as an approach to the formulation of district goals and development of the OEDP.
3. To examine program approaches and alternatives which may be employed in the economic development district.

Scope

LESSONS			Hours
B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	1
<p>The purpose of this period of instruction is to provide the participant with a framework for the consideration of regional economic development matters. Specifically the discussion includes the various stages of regional economic growth, the principal theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth, and the practical aspects of regional development programs.</p>			
B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development	2
<p>A guest lecture presentation by a representative of EDA in which the establishment, development, and functioning of the economic development district is emphasized.</p>			
B(EDA)2.1-3	L	Economic Development District Staff Activities - An Overview	1
<p>A survey of the types of programs that may be undertaken as a district matures. Emphasis is placed upon the proper linkage between the "district concept" and "project treatment."</p>			
B(EDA)2.1-4	L	Fundamentals of Planning and Programming	2
<p>The purpose of this period of instruction is to familiarize the participants with the fundamentals of planning, with emphasis upon the systematic approach to planning, programming,</p>			

and budgeting. Goal-setting activities and problem definition are discussed in detail.

B(EDA)2.1-5 C District Analysis and Evaluation 3

A conference period of instruction in which the participants examine the goals and projects established by districts and make judgments upon the validity of the established goals.

B(EDA)2.1-6 C Survey of Assistance Programs - Financing and Coordination 2

An overview of Federal programs of assistance available to communities and districts. Emphasis is placed on the coordination of Federal programs at the local level.

B(EDA)2.1-7 C Economic Development District - Plans, Programs and Alternatives 2

A conference in which course participants discuss the considerations involved in the selection of district programs. Emphasis will be placed upon the involvement of the citizenry, establishing creditability within the district, services to communities within the district, the building of a firm base for future operations, and developing local leadership. Emphasis also will be placed on the alternatives open to development districts as they become mature.

SUBCOURSE B(EDA)3

GENERAL ECONOMY, BUSINESS AND INDUSTRY

37 Hours

Purpose

Total development involves all resources, which include the attributes of a district and its people. A well-developed district is one of a broad range of opportunities. Not only is a well-developed district one in which people gain personal and social satisfaction, but it is also one where business, industry, and the professions and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the district.

Economic development is basically the stimulation of business activity for the purpose of augmenting job opportunities and increasing per capita income. Stable and solvent industries are basic to community and district growth. Service, retail, and wholesale businesses are needed and can grow from a solid economic base.

The purposes of this phase of the program are as follows:

1. To relate factors of the general economy, including business and industry, to community and district economic development.
2. To examine those factors involved in creating or saving jobs through the expansion and diversification of existing industries and/or the formulation of new, economically sound enterprises in the manufacturing, service, and recreational industries and related commercial concerns.

Scope

LESSONS		Hours
B(EDA)3.1	FUNDAMENTALS OF INDUSTRIAL DEVELOPMENT	7
B(EDA)3.1-1	L Concepts of U. S. Industrial Development	(1)
A discussion of definitions, reasons for industrial development, and the base upon which industrial development is conducted.		
B(EDA)3.1-2	L The Economics of Location	(1)
An explanation of patterns involved in regional plant location and their impact.		
B(EDA)3.1-3	L Plant Location Factors	(1)
A discussion of the major factors involved in plant location and their impact.		
B(EDA)3.1-4	CS Plant Location	(2)
A presentation of case histories in industrial location.		
B(EDA)3.1-5	L Organizing for Industrial Development on the Local Level	(1)
A discussion involving the development of local leadership, competitive situations, and financing programs.		
B(EDA)3.1-6	L Industrial Sites and Buildings	(1)
A discussion of definitions, procedures, and promotional aspects involved in the development of industrial sites and buildings.		

B(EDA)3.2	MARKET ANALYSIS	11
B(EDA)3.2-1	L Origin of Economic Studies for Industrial Development	(1)
	To familiarize participants with the necessity for economic analysis in industrial development programs and to provide background material.	
B(EDA)3.2-2	L Characteristics of Economic Studies Used in Industrial Development	(1)
	To familiarize participants with the various types of economic studies and their characteristics.	
B(EDA)3.2-3	L Preliminary Evaluation of Proposed Studies	(1)
	To describe the evaluation process used in economic analysis.	
B(EDA)3.2-4	CS Preliminary Evaluation	(3)
	To enable the participant to use working knowledge in evaluation of an economic situation.	
B(EDA)3.2-5	L Sources, Techniques, and Methods Used in Feasibility Studies	(2)
	To discuss the uses of various source material and various approaches to obtaining information; to acquaint the student with proper report preparation.	
B(EDA)3.2-6	L Analysis of Techniques Used in Market Analysis	(1)
	To examine critically and discuss the value of different techniques and methods used in market analysis.	

B(EDA)3.2-7 CS Market Analysis - A Case Problem (2)

A practical exercise involving a particular market situation requiring analysis.

B(EDA)3.3 MANPOWER RESOURCES ANALYSIS 9

B(EDA)3.3-1 L Human Resources in Economic Development (1)

The primary purpose of this session is to provide economic development district personnel with concepts and a basic understanding of community and district human resources analysis and its importance to economic and industrial development efforts.

B(EDA)3.3-2 L Manpower Resources Analysis (2)

The primary purpose of this session is to provide economic development district personnel with a basic understanding of the manpower resources analysis function and to familiarize them with: (1) why manpower resources analysis and research are important to district economic and industrial development efforts; (2) what expansion planners or plant location specialists want to know about an area's manpower resources; (3) how to develop a plan of action for accumulating or developing needed manpower resources information; (4) sources of existing manpower resources information; (5) developing new manpower resources information; and (6) what a district organization should do with the information that it has collected, developed, and analyzed.

B(EDA)3.3-3 L Developing Manpower Resources Information (1)

The primary purpose of this session is to familiarize economic development district personnel with techniques and procedures used to determine the availability, characteristics, qualifications, needs, and potentials of a district's manpower.

B(EDA)3.3-4 CS Development of Manpower Resources Information (2)

To discuss techniques used to determine specific information covering manpower resources that an expansion planner needs to know in making a locational decision.

B(EDA)3.3-5 L Manpower Training Programs (2)

The primary purpose of this session is to familiarize economic development district personnel with existing local, state, and Federal training programs.

B(EDA)3.3-6 L Identification and Resolution of Manpower Problems for Existing Firms (1)

To familiarize the participant with techniques and procedures used to identify and resolve manpower problems in existing industry.

B(EDA)3.4 PROGRAMS OF ASSISTANCE TO BUSINESS AND INDUSTRY 10

B(EDA)3.4-1 L Development of Economic Opportunities (2)

A period of instruction designed to familiarize course participants with those factors pertinent to creating or

saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the manufacturing, service, or recreational industries.

B(EDA)3.4-2 L Role of the University Centers for Technical Assistance

(1)

The university systems of the several states are assuming an increasingly important role in the economic life of the country. The basic educational role has expanded into the fields of research and public service. The developing partnership among the university systems and all levels of government, business, and industry is having a beneficial influence upon the nation's economic development and growth. This period of instruction emphasizes the role of EDA's University Centers for Technical Assistance Program and the necessity for integration of the center's program with community and district development through the economic development district. Additionally, emphasis is placed on the types of assistance the university centers for technical assistance may furnish business and industry.

B(EDA)3.4-3 L The Problems of Small Business and Industrial Concerns and Environmental Factors

(1)

To present information concerning the problems of small business and industrial concerns and the environment in which they operate.

B(EDA)3.4-4 L Management and Technical Assistance for Small Business and Industrial Concerns (2)

To familiarize participants with management guidance and technical assistance that may be furnished prospective and established businesses and industrial firms, surveys of manufacturers to determine production capabilities and assistance needs, educational and information services required by existing industry, and special studies relating to organization and management. Emphasis is placed on assistance to small business and industrial concerns.

B(EDA)3.4-5 L Technology Transfer (1)

To discuss the importance of the transfer of technological information in economic development and means of accomplishing this transfer.

B(EDA)3.4-6 L Sources of Capital for Business and Industry (1)

To provide information concerning the sources of capital, both public and private, available for business and industry and to familiarize participants with the general procedures used in preparing the investment proposal.

B(EDA)3.4-7 C Economic Impact Analysis (2)

A case study designed to familiarize the participants with principles and methodologies involved in determining the economic impact which will result from the implementation of various types of projects.

SCHEDULE

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SCHEDULE

FIRST WEEK

First Day

8:30 - 10:20	B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships
10:30 - 11:20	B(EDA)1.5-1	C	Involvement of Citizens in Community Development
1:00 - 2:50	B(EDA)1.5-1	C	Involvement of Citizens in Community Development
3:00 - 4:50	B(EDA)1.2-1	L	Information Requirements for Planning and Development

Second Day

8:30 - 9:20	B(EDA)3.3-1	L	Human Resources in Economic Development
9:30 - 11:20	B(EDA)1.3-1	C	Development of Community Profiles
1:00 - 1:50	B(EDA)1.4-1	L	Community Analysis and Evaluation
2:00 - 4:50	B(EDA)1.4-2	C	Community Evaluation

Third Day

8:30 - 10:20	B(EDA)3.3-2	L	Manpower Resources Analysis
10:30 - 11:20	B(EDA)3.1-1	L	Concepts of U. S. Industrial Development
1:00 - 1:50	B(EDA)3.1-2	L	The Economics of Location
2:00 - 2:50	B(EDA)3.1-3	L	Plant Location Factors
3:00 - 4:50	B(EDA)3.1-4	CS	Plant Location

Fourth Day

8:30 - 9:20	B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level
9:30 - 10:20	B(EDA)3.1-6	L	Industrial Sites and Buildings

10:30 - 11:20	B(EDA)3.3-3	L	Development of Manpower Resources Information
1:00 - 2:50	B(EDA)3.3-4	CS	Developing Manpower Resources Information
3:00 - 4:50	B(EDA)2.1-4	L	Fundamentals of Planning and Programming

Fifth Day

8:30 - 11:20	B(EDA)1.6-1	C	Planning and Programming in Community Development
1:00 - 1:50	B(EDA)3.4-2	L	Role of the University Centers for Technical Assistance
2:00 - 2:50	B(EDA)3.2-1	L	Origin of Economic Studies for Industrial Development
3:00 - 3:50	B(EDA)3.2-2	L	Characteristics of Economic Studies Used in Industrial Development
4:00 - 4:50	B(EDA)3.2-3	L	Preliminary Evaluation of Proposed Studies

Sixth Day

8:30 - 11:20	B(EDA)1.2-2	RE	Survey of the Literature of Economic Development
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SECOND WEEK

First Day

8:30 - 10:20	B(EDA)3.4-1	L	Development of Economic Opportunities
10:30 - 11:20	B(EDA)3.2-4	CS	Preliminary Evaluation
1:00 - 2:50	B(EDA)3.2-4	CS	Preliminary Evaluation
3:00 - 4:50	B(EDA)3.2-5	L	Sources, Techniques and Methods Used in Feasibility Studies

Second Day

8:30 - 9:30	B(EDA)3.4-3	L	The Problems of Small Businesses and Industrial Concerns and Environmental Factors
9:30 - 11:20	B(EDA)3.4-4	L	Management and Technical Assistance for Small Businesses and Industrial Concerns
1:00 - 1:50	B(EDA)3.4-5	L	Technology Transfer
2:00 - 2:50	B(EDA)3.2-6	L	Analysis of Techniques Used in Market Analysis
3:00 - 4:50	B(EDA)3.2-7	CS	Market Analysis - A Case Problem

Third Day

8:30 - 10:20	B(EDA)3.3-5	L	Manpower Training Programs
10:30 - 11:20	B(EDA)3.3-6	L	Identification and Resolution of Manpower Problems in Existing Firms
1:00 - 1:50	B(EDA)3.4-6	L	Source of Capital for Business and Industry
2:00 - 3:50	B(EDA)3.4-8	CS	Economic Impact Analysis
4:00 - 4:50	B(EDA)2.1-3	L	Economic Development District Staff Activities - An Overview

Fourth Day

8:30 - 9:20	B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview
9:30 - 11:20	B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development
1:00 - 2:50	B(EDA)2.1-6	L	Survey of Federal Assistance Programs - Financing and Coordination
3:00 - 4:50	B(EDA)2.1-5	C	District Analysis and Evaluation

Fifth Day

8:30 - 9:20	B(EDA)2.1-5	C	District Analysis and Evaluation
9:30 - 11:20	B(EDA)2.1-7	C	Economic Development District - Plans, Programs and Alternatives

APPENDICES

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Appendix 1
BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM
RECAPITULATION OF HOURS
(By Subcourse)

B(EDA)1		COMMUNITY DEVELOPMENT	19
B(EDA)1.1-1	L	Community Development - Concepts, Principles and Interrelationships	(2)
B(EDA)1.2-1	L	Information Requirements for Planning and Development	(2)
B(EDA)1.2-2	RE	Survey of the Literature of Economic Development	(3)
B(EDA)1.3-1	C	Development of Community Profiles	(2)
B(EDA)1.4-1	L	Community Analysis and Evaluation	(1)
B(EDA)1.4-2	C	Community Evaluation	(3)
B(EDA)1.5-1	C	Involvement of Citizens in Community and District Development	(3)
B(EDA)1.6-1	C	Planning and Programming in Community Development	(3)
B(EDA)2		DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT	13
B(EDA)2.1-1	L	Concepts of Regional Economic Development - An Overview	(1)
B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development	(2)
B(EDA)2.1-3	L	Economic Development District Staff Activities - An Overview	(1)
B(EDA)2.1-4	L	Fundamentals of Planning and Programming	(2)
B(EDA)2.1-5	C	District Analysis and Evaluation	(3)
B(EDA)2.1-6	L	Survey of Federal Assistance Programs - Financing and Coordination	(2)
B(EDA)2.1-7	C	Economic Development District - Plans, Programs and Alternatives	(2)

B(EDA)3		GENERAL ECONOMY, BUSINESS AND INDUSTRY	37
B(EDA)3.1		<u>Fundamentals of Industrial Development</u>	7
B(EDA)3.1-1	L	Concepts of U. S. Industrial Development	(1)
B(EDA)3.1-2	L	The Economics of Location	(1)
B(EDA)3.1-3	L	Plant Location Factors	(1)
B(EDA)3.1-4	CS	Plant Location	(2)
B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level	(1)
B(EDA)3.1-6	L	Industrial Sites and Buildings	(1)
B(EDA)3.2		<u>Market Analysis</u>	11
B(EDA)3.2-1	L	Origin of Economic Studies for Industrial Development	(1)
B(EDA)3.2-2	L	Characteristics of Economic Studies Used in Industrial Development	(1)
B(EDA)3.2-3	L	Preliminary Evaluation of Proposed Studies	(1)
B(EDA)3.2-4	CS	Preliminary Evaluation	(3)
B(EDA)3.2-5	L	Sources, Techniques, and Methods Used in Feasibility Studies	(2)
B(EDA)3.2-6	L	Analysis of Techniques Used in Market Analysis	(1)
B(EDA)3.2-7	CS	Market Analysis - A Case Problem	(2)
B(EDA)3.3		<u>Manpower Resources Analysis</u>	9
B(EDA)3.3-1	L	Human Resources in Economic Development	(1)
B(EDA)3.3-2	L	Manpower Resources Analysis	(2)
B(EDA)3.3-3	L	Development of Manpower Resources Information	(1)
B(EDA)3.3-4	CS	Developing Manpower Resources Information	(2)
B(EDA)3.3-5	L	Manpower Training Programs	(2)
B(EDA)3.3-6	L	Identification and Resolution of Manpower Problems for Existing Firms	(1)

B(EDA)3.4		<u>Programs of Assistance to Business and Industry</u>	10
B(EDA)3.4-1	L	Development of Economic Opportunities	(2)
B(EDA)3.4-2	L	Role of the University Centers for Technical Assistance	(1)
B(EDA)3.4-3	L	The Problems of Small Business and Industrial Concerns and Environmental Factors	(1)
B(EDA)3.4-4	L	Management and Technical Assistance for Small Business and Industrial Concerns	(2)
B(EDA)3.4-5	L	Technology Transfer	(1)
B(EDA)3.4-6	L	Sources of Capital for Business and Industry	(1)
B(EDA)3.4-7	C	Economic Impact Analysis	(2)
TOTAL TIME			69

Appendix 2

GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CASE STUDY (CS) - The study of a specific situation in order to develop analytical and decision-making abilities. It may also include study of the solution actually taken and the results obtained.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

PRACTICAL (P) - Instruction involving active student participation where the student applies or practices what has been taught. The term is used to cover those forms of application not specifically categorized by other terms (e.g., conference).

Form CD-121 UNITED STATES GOVERNMENT
(11-63)
(Pres. by
A.O. 206-10)

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION

Memorandum

TO : District Directors

DATE: June 7, 1968

FROM : Wm. J. Nagle, Director
Office of Development Districts

SUBJECT: Training Program at Georgia Tech

EDA has awarded a grant to the Industrial Development Division of the Georgia Institute of Technology for the conduct of a variety of training programs, two of which are directly related to the district program. The first of these will be a week-long program in July aimed at those executive directors and senior staff personnel who feel the need of additional fundamental training in the field of Industrial Development and Community Development. Detailed information will shortly be sent to all districts by Mr. Ross W. Hammond, Chief of the Industrial Development Division.

On our part, we feel that this first program is an extremely important one because it will provide district personnel with the opportunity to examine a variety of program approaches and alternatives, to exchange ideas and experience with others, and to become acquainted with community and industrial development in a more systematic fashion than we have been able to offer in our several seminars. We hope that you will give the Georgia Tech program every consideration and reflect on whether or not you and your staff would benefit by attending. Of course, travel funds from your district budget may be used for this purpose.

For your information, we are meeting later this month with about 12 newly hired district directors; this gathering will provide them with basic orientation in our program.

In an earlier memo, I mentioned a seminar for those district directors who have recently completed their First-Stage OEDP and are undertaking the Second-Stage process. This meeting has been cancelled, since its purpose can be accomplished in other ways by Bill Brennan's District Support Division. Bill and his program officers will be working with EDA Area Offices and Field Staffs to provide continuing guidance and advice to designated districts.

You might want to know that the recent seminar in Hot Springs for EDD staffers was attended by about 50 people. The meeting seemed quite a success to us, but we are now waiting for an evaluation by the participants.

Thank you for your attention to these various training programs; we only hope you will find them of increasing usefulness to you in your work.





ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE of TECHNOLOGY

Industrial Development Division

1132 W. Peachtree Street
Atlanta, Georgia 30309
873-2931 Area Code 404

The Industrial Development Division of Georgia Tech, under the sponsorship of the Economic Development Administration, is presenting a series of orientation and training programs in the field of economic development during 1968 and 1969. The first program has been developed specifically for Executive Directors and senior staff members of newly organized development district organizations and others who may find the program will fit their needs.

As you may know, the Industrial Development Division has worked in the field of community and area development, as well as in industrial development, for over 12 years. During this time, we have worked extensively with the Georgia area planning and development commissions, 11 of which are now economic development districts. We are of course most pleased to be working with the Economic Development Administration in presenting instruction in the field of economic development.

A brochure describing the program is attached for your consideration. You will note that this program is to be offered on two occasions. We are limiting the size of each class to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis with priority accorded Executive Directors.

Since the Division is located off-campus, the best accommodations are at a nearby, first-rate motel. We will be most happy to make such arrangements as you may desire. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses. A registration form is attached for your convenience.

Appendix 5 (continued)

-2-

We are looking forward with a great deal of enthusiasm to the presentation of this series of training programs, since we believe that those who participate in the programs will be well rewarded for the time spent by associating with those involved in the total economic development of communities and districts.

Should you desire further information concerning the program, please let me know.

Sincerely,

Ross W. Hammond, Chief
Industrial Development Division

rc

Appendix 6

PROGRAM ANNOUNCEMENT
EXECUTIVE TRAINING PROGRAM

Announces the

AREA AND DISTRICT PLANNING AND DEVELOPMENT EXECUTIVE TRAINING PROGRAM

(One Week)

July 14 - 19, 1968

October 13 - 18, 1968

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
**THE ECONOMIC DEVELOPMENT
ADMINISTRATION**

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Afternoon Information Requirements for Planning and Development
types, sources and use of information required in program development and implementation
District Analysis
research, development and analysis of economic data and other information leading to the development of district goals and the OEDP.

FRIDAY

Morning Source of Financial Support of Economic Development District Operations
potential sources of local, state, and Federal funds
First Year Considerations
considerations involved in the first year of district operations
Afternoon Luncheon and presentation of certificates

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis, with priority accorded Executive Directors. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.

WEDNESDAY Economic Development District Operations
a field trip to a district staff headquarters to review organization, policies and procedures and confer with staff members concerning day-to-day operating problems.

THURSDAY Assistance Programs
Morning Survey of Assistance Programs and Their Financing
Federal assistance available to communities and areas
Development of Economic Opportunities
factors pertaining to creating or saving jobs through the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises

Afternoon Manpower Resources Analysis
sources of manpower information, techniques and procedures used to determine availability, characteristics, qualifications, needs, and area potential; state and Federal training programs
Market Analysis
information sources and evaluation techniques
Sources of Capital
public and private capital available for business and industry

Application Form
EXECUTIVE TRAINING PROGRAM
July 14 - 19, 1968
October 13 - 18, 1968

Name Position
 First Middle Initial Last
 Organization Organization Phone
 Organization Address P.O. Box or Street City State Zip Code
 Program Session For Which Applying
 July 14 - 19, 1968 Motel Reservations Yes No
 October 13 - 18, 1968

Registration Deadline for First Session: **July 1, 1968**

Mail Application To: **Training Section**
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

INTRODUCTION

This is one of a series of Economic Development Training Programs offered Economic Development District personnel by the Georgia Tech Industrial Development Division under the sponsorship of the Economic Development Administration. The Economic Development Training Programs are designed to assist the several district organizations and the Economic Development Administration in accomplishing the objectives set forth in the Public Works and Economic Development Act of 1965. This program will be offered twice, the week of July 14 - 19, and the week of October 13 - 18, 1968.

The Executive Training Program provides orientation and training in the practical processes of economic development involved in Economic Development District activities. The program is designed for Executive Directors and senior staff personnel of recently organized Economic Development Districts and for others who may desire such training. The formal instruction revolves around three major topics:

Community Development
District Economic Development
Assistance Programs

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development as well as the interrelationships of the community, county and district in the development and implementation of district-wide economic development programs. The application of the several economic development programs to district activities is explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and natural resource characteristics are considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

PROGRAM OUTLINE

SUNDAY	
Evening	Registration and Orientation
MONDAY	
Morning	Community Development Concepts, Principles, and Interrelationships Community Analysis fundamental procedures, identification of problem areas, corrective measures, community profiles
Afternoon	Development of Community Leadership identification and motivation of potential leadership; involvement of leadership among the poor and minority groups Planning and Programming in Community Development a survey of action programs that may be developed at the community level Industrial Aspect of Economic Development economics of location, plant location factors, industrial sites and districts, resource analysis and development, and organizing for industrial development
Evening	Community Development Problems case studies in community action programs
TUESDAY	
Morning	District Economic Development EDA Approach to District and Regional Economic Development establishment, development, and functioning of the economic development district Role of the University Center for Technical Assistance in Community and District Development practical assistance furnished by the University Centers to Economic Development Districts; coordination of University Center's program with district operations

Appendix 7

PROGRAM ANNOUNCEMENT
BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

Programs of Assistance to Business and Industry

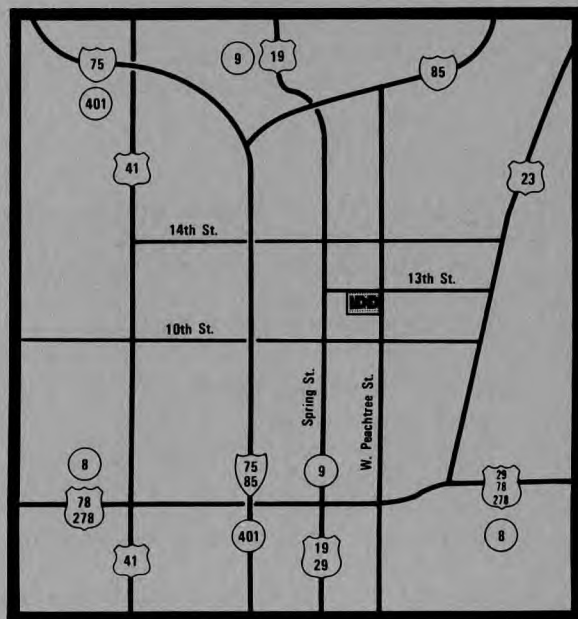
Development of Economic Opportunities
Role of the University Center for Technical Assistance
Problems of Small Business
Management and Technical Assistance
Technology Transfer
Sources of Capital for Small Business and Industrial Concerns
Economic Impact Analysis

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDAs sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology

Announces the

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

(Two Weeks)

November 10 - 22, 1968

January 5 - 17, 1969

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

INTRODUCTION

The Economic Development Administration commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. These programs were designed to provide instruction for economic development district staff personnel and other persons interested in the practical processes of economic development.

The Executive Training Program was developed to provide instruction for executive directors and senior staff personnel. A companion program, the Basic Economic Development Training Program, was developed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. Six training sessions were conducted during the year with a total of 84 persons attending.

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several economic development district and regional organizations, those involved in the university centers for technical assistance program, and for EDA agency personnel. The program also is valuable as a means of review and reorientation for those who feel the need to broaden their knowledge in economic development matters. Three sessions of the program will be conducted; each session will be of two weeks duration.

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

The purpose of the Industrial Development Training Program is to furnish executive directors and staff assistants involved in industrial development matters with formal instruction in the theory and fundamentals of industrial development and the practical applications of theory in development district planning and operations. This program is designed to view the industrial development process through the eyes of the district staff to enable the staff to work in a more rational manner with professional industrial developers, with public development commissions other than the EDD's, and with private agencies, chambers of commerce, public utilities, banks, etc. Two sessions of the program will be conducted; each session will be of one week's duration.

EXECUTIVE TRAINING PROGRAM

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration. Two sessions of the program will be conducted; each session will be of one week's duration.

ADVANCED EXECUTIVE TRAINING PROGRAM

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development literature

ture is usually not available to the director. The purpose of the Advanced Executive Training Program is to provide executive directors an opportunity to examine periodically the broad field of economic development through formal instruction, the interchange of ideas with other directors, and an examination of the current thinking in the field as expressed in the literature of economic development.

The Advanced Executive Training Program will be designed with considerable flexibility to meet the needs of a particular group of directors. The program will consist of three elements, as follows:

Formal Instruction

The formal instruction element of the program will be designed around one subject area such as tourism, industrial financing, or program evaluation.

Guided Individual Research Project

Each participant will have an opportunity to conduct a research project in a subject area of his own choosing in order that he may fully explore an area of economic development literature.

Group Workshop

A workshop will be conducted during each session of the program in an area of common interest to the participants. A different central theme will be selected for each program session.

Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Two sessions of the program will be conducted; each session will be of one week's duration.

Appendix 8

LIST OF PERSONS WHO HAVE ATTENDED EDA ECONOMIC DEVELOPMENT TRAINING PROGRAMS 1968-1969

AHO, Karl N.
Economic Planner
Arrowhead Development District
800 Lonsdale Building
Duluth, Minnesota 55802

AKERS, Paul H.
Research Coordinator
Arrowhead Economic Development
District
800 Lonsdale Building
Duluth, Minnesota 55802

ANDERSON, John W., Jr.
Executive Director
East Tennessee Economic
Development District
1810 Lake Avenue
Knoxville, Tennessee 37916

ATKINSON, John
Assistant Director
Southern Colorado Economic
Development District
419 Arthur Street
Pueblo, Colorado 81003

BALMERT, Francis C.
Assistant Director
Ohio Valley Regional Development
Commission
740 Second Street
Portsmouth, Ohio 45662

BERTEAU, George C.
Executive Director
Kenosha County Development Corporation
Kenosha County Court House
Kenosha, Wisconsin 53140

BOSWELL, Barry A.
Executive Director
Northwest Florida Development
Council
201 North Oklahoma Street
Bonifay, Florida 32425

BRAND, A. Lee
Project Planner
CSRA Planning and Development
Commission
630 Ellis Street, Second Floor
Augusta, Georgia 30902

BREngle, Robert L.
Executive Director
Troup County Planning Commission
P. O. Box 357
LaGrange, Georgia 30240

BROWN, Banner B., Jr.
Administrative Assistant
Southern W. Virginia Economic
Development Corporation
P. O. Box 936
Bluefield, W. Virginia 24701

BULLOCK, Richard
Coastal Bend Economic
Development District
4225 S. Port Avenue
Corpus Christi, Texas

BUTLER, Paul G., Jr.
Resources Analyst
Southeastern Economic
Development Commission
Box 921
Elizabethtown, North Carolina 28337

(continued)

CHAFIN, Andrew
Executive Director
Cumberland Plateau Economic
Development District
Box 548
Lebanon, Virginia 24266

CORNELISON, Keith
Executive Director
West Central Indiana Economic
Development District, Inc.
700 Wabash Avenue
Terre Haute, Indiana 47808

CORRIGAN, James T.
Manpower Resource Developer
North East Georgia Area Planning
and Development Commission
Box 1724
Athens, Georgia 30601

CROWE, Colbert
E. Central Economic Development
District, Inc.
P. O. Box 497
Newton, Mississippi 39345

DALY, John W.
Director
Community and Area Development Institute
University of Albuquerque
St. Joseph Place, N.W.
Albuquerque, New Mexico 87105

DUANE, Phil D.
Economic Developer
Upper Cumberland Economic
Development District
Box 7-A
Cookeville, Tennessee 38501

DUNNUCK, Gene
Economic Planner
Northeast Counties of Oklahoma
Economic Development District
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Vinita, Oklahoma 74301

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Corpus Christi, Texas 78415

ESALA, Rudy R.
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Arrowhead Economic Development
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Duluth, Minnesota 55802

EVERSOLE, T. Jack
Executive Director
Barren River Development District
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Bowling Green, Kentucky 42101

FORTSON, Jr., Charles W.
Program Officer
District Support Division
Office of Development Districts
Economic Development Administration
Washington, D. C.

FREEMAN, Robert E.
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Knoxville, Tennessee 37916

(continued)

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Loan Officer
Office of Development Community
Assistance
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Room 818
Washington, D. C.

GANNAWAY, Thomas C.
Executive Director
Southern West Virginia
Economic Development Corporation
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Bluefield, West Virginia 24701

GEMMEL, Michael
Research Assistant
National Association of Counties
1001 Connecticut Avenue, N.W.
Washington, D. C.

GOOSTREY, Donald E.
Executive Director
Northwest Michigan Economic
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Room #26, Courthouse
Traverse City, Michigan 49684

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Arkansas Planning Commission
3rd Floor
Game and Fish Commission Building
Little Rock, Arkansas 72201

HARDIN, Robert
Director
Tippah County Resource Development
Association, Inc.
Ripley, Mississippi 38663

HARRIS, Robert
Coordinator
Inter-County Development
Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana 59711

HILMON, Bob R.
Human Resources Specialist
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Bluefield, West Virginia 24701

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Eastern Adirondack Economic
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Box K
Port Henry, New York 12974

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Capital Economic Development
District Council, Inc.
8240 Florida Boulevard
Baton Rouge, Louisiana 70806

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Duluth, Minnesota 55802

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Towanda, Pennsylvania 18848

(continued)

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P. O. Box 86
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Director
North Central Arkansas Economic
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Box 796
Batesville, Arkansas 72501

McVAY, Richard
Lower Rio Grande Valley
Development Council
411 First National Bank Building
McAllen, Texas 78501

MALLARD, Don F.
Assistant Director
Pontotoc County Economic
Development Planning Agency
Rayburn Williams Building
Pontotoc, Mississippi 38863

MARGOLIN, Jack J.
Program Officer
College of Business and Economics
Office of Development Services
and Business Research
University of Kentucky
Lexington, Kentucky 40502

MARTIN, J. B. (Bus)
Director
Bootheel Economic Development
Council
P. O. Box 356
Malden, Missouri 63863

MATHENEY, John B.
Assistant Director for Economic
Planning
Lincoln Trail Economic Development
District
50 Public Square
Elizabethtown, Kentucky 42701

MAUNEY, Richard
Executive Director
Pee Dee Economic Development
District
P. O. Box 205
Darlington, South Carolina 29532

(continued)

MERRITT, Walter M.
Executive Director
South Delta Economic Development
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Box 833
Greenville, Mississippi 38701

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Upper Peninsula Committee
for Area Progress
118 N. 22nd Street
Escanaba, Michigan 49829

NOBLE, Bobby E.
Director of Economic Development
Heart of Georgia APDC
P. O. Box 218
Dublin, Georgia 31021

OLSON, Hanford E.
Chief, Planning Division
Economic Development Administration
U. S. Department of Commerce
505 Sellwood Building
Duluth, Minnesota 55802

PARTIN, Richard L.
Director
Grundy County Economic
Development Administration
Tracy City, Tennessee

PEEL, James L.
Executive Director
Lincoln Trail Economic
Development District
50 Public Square
Elizabethtown, Kentucky 42701

POWELL, Mel D.
Director of Contract Research
National Association of Counties
1001 Connecticut Avenue, N.W.
Washington, D. C.

POWELL, Owen N.
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PULLIAM, Robert P.
Project Specialist
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Neuse River Economic
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Economic Research Specialist
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RICHEY, Charles D.
Director of Economic Development
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(continued)

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Economic Planner
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SCHWER, Geoffrey
Manpower Research Specialist
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c/o Connally Technical Institute
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SMITH, Steven W.
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SURLA, Leo T., Jr.
Executive Director
Southern Colorado Economic
Development District
419 Arthur Street
Pueblo, Colorado 81005

SUTHERLAND, George W.
Economic Development Specialist
Georgia Mountains Planning and
Development Commission
P. O. Box 1294
Gainesville, Georgia 30501

THOMAS, Edwin
Deputy Director
Northern Economic Development
District, Incorporated
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Clarksdale, Mississippi 38614

THORESEN, Walter P., Dr.
Area Director
Economic Development Administration
U. S. Department of Commerce
505 Sellwood Building
Duluth, Minnesota 55802

TRENT, Dudley G.
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Anaconda, Montana 59711

(continued)

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Upper Cumberland Economic
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Tennessee Technological University
Cookeville, Tennessee 38501

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University of Mississippi
School of Law
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YATES, Charles S.
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Development Commission
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Lebanon, Virginia 24266

YATES, Joseph W., III
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District, Inc.
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Middle Georgia Area Planning
Commission
P. O. Box 4586
Macon, Georgia 31208

Appendix 9

LIST OF ORGANIZATIONS AND AGENCIES FURNISHING PARTICIPANTS

Economic Development Districts and County Organizations

<u>Organizations</u>	<u>Number of Participants</u>
<u>Arizona</u>	
IDDA Apache Planning Area	1
IDDA Northwest Planning Area	1
<u>Arkansas</u>	
North Central Arkansas Economic Development Division	1
Northwest Arkansas Economic Development Division	1
<u>Colorado</u>	
Southern Colorado Economic Development Division	2
<u>Florida</u>	
Northwest Florida Development Council	2
<u>Georgia</u>	
Central Savannah River Area Planning and Development Commission	1
Chattahoochee-Flint Area Planning Development Commission	1
Georgia Mountains Planning and Development Commission	1
Heart of Georgia Area Planning and Development Commission	2
Middle Georgia Area Planning Commission	1
Northeast Georgia Area Planning and Development Commission	1
Southwest Georgia Planning and Development Commission	1
Troup County Planning Commission	1
West Central Georgia Area Planning and Develop- ment Commission	1
<u>Idaho</u>	
Clearwater Economic Development Association, Inc.	1
<u>Indiana</u>	
West Central Indiana Economic Development District	1

<u>Organizations</u>	<u>Number of Participants</u>
<u>Kentucky</u>	
Barren River Development District	1
Lincoln Trail Economic Development District	2
<u>Louisiana</u>	
Capital Economic Development District Council, Inc.	1
<u>Maryland</u>	
Delmarva Advisory Council	1
<u>Michigan</u>	
Northwest Michigan Economic Development District	1
Upper Peninsula Committee for Area Progress	1
<u>Minnesota</u>	
Arrowhead Economic Development District	4
<u>Mississippi</u>	
East Central Economic Development District, Inc.	1
Northern Economic Development District, Inc.	1
Pontotoc County Economic Development Planning Agency	1
South Delta Economic Development District	4
Southern Mississippi Economic Development District	2
Tippah County Resource Development Association, Inc.	1
<u>Missouri</u>	
Bootheel Economic Development Council	2
<u>Montana</u>	
Inter-County Development Corporation of Southwestern Montana	2
<u>New Hampshire</u>	
New Hampshire - Vermont Development Council, Inc.	1
<u>New York</u>	
Eastern Adirondack Economic Development Commission	1
Mohawk Valley Economic Development District, Inc.	1

<u>Organizations</u>	<u>Number of Participants</u>
<u>North Carolina</u>	
Neuse River Economic Development Commission	1
Southeastern Economic Development Commission	2
<u>Ohio</u>	
Ohio Valley Regional Development Commission	1
<u>Oklahoma</u>	
Central Oklahoma Economic Development District	1
Northeast Counties of Oklahoma Economic Development District	1
<u>Pennsylvania</u>	
Northern Tier Economic Development Association, Inc.	1
<u>South Carolina</u>	
Pee Dee Economic Development District	1
<u>Tennessee</u>	
East Tennessee Economic Development District	2
Grundy County Economic Development Administration	1
Upper Cumberland Economic Development District	2
<u>Texas</u>	
Central Texas Economic Development District	1
Coastal Bend Economic Development District	2
Lower Rio Grande Valley Development Council	1
<u>Virginia</u>	
Cumberland Plateau Economic Development District	2
<u>West Virginia</u>	
Southern West Virginia Economic Development Corporation	3
<u>Wisconsin</u>	
Kenosha County Development Corporation	<u>1</u>
TOTAL	71

Note: Three individuals attended both the Basic Economic Development Training Program and the Executive Training Program, bringing the total to 74.

EDA Agency Personnel

Office of Development Districts	1
North Central Area Office	<u>2</u>
TOTAL	3

University Centers for Technical Assistance

Georgia

Georgia Institute of Technology	1
---------------------------------	---

Kentucky

University of Kentucky	1
------------------------	---

New Mexico

University of New Mexico	<u>1</u>
--------------------------	----------

TOTAL	3
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State Planning Agencies

Arkansas

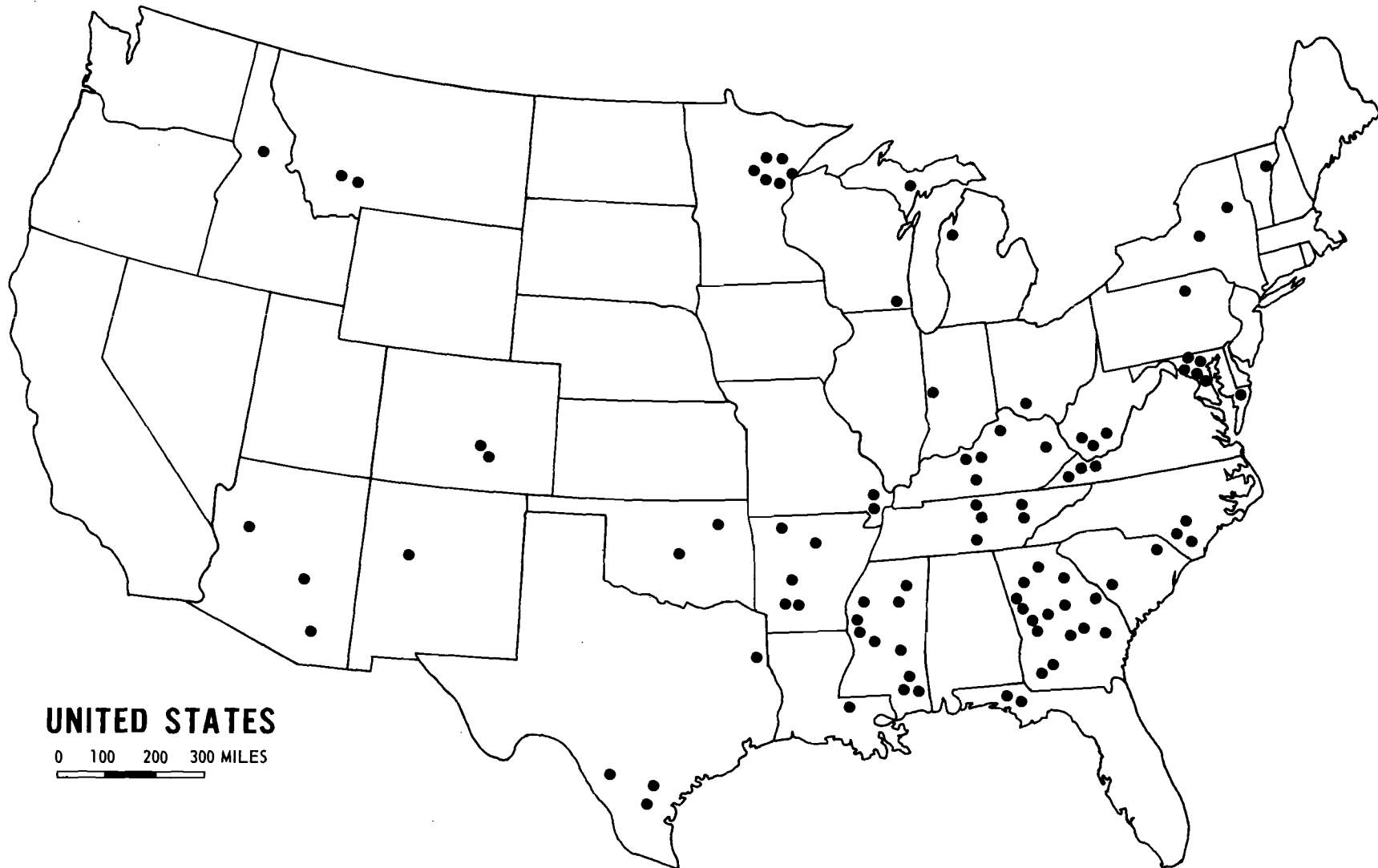
Arkansas Planning Commission	<u>1</u>
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TOTAL	1
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Others

SBA Representative (Course monitor in connection with SBA Community Development Program)	1
National Association of Counties Research Foundation (in connection with EDA research project)	3
University of Mississippi (individual involved in district program work)	<u>1</u>
TOTAL	5
GRAND TOTAL (Including 3 repeaters)	86

Appendix 10
SOURCE OF PROGRAM PARTICIPANTS



The Georgia Institute of Technology.

This is to certify that

has successfully completed the

AREA AND DISTRICT PLANNING AND DEVELOPMENT

EXECUTIVE TRAINING PROGRAM

conducted by the

Industrial Development Division, Engineering Experiment Station

under sponsorship of

The Economic Development Administration

Given at Atlanta, Georgia this

day of

19

Division Chief

The Georgia Institute of Technology

This is to certify that

has successfully completed the

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

conducted by the

Industrial Development Division, Engineering Experiment Station

under sponsorship of

The Economic Development Administration

Given at Atlanta, Georgia this



day of

19

Division Chief

MEMORANDUM

TO: Participants of the Basic Economic Development Training Program

FROM: Program Director

SUBJECT: Program Evaluation

1. A major objective of the training activities conducted by the Industrial Development Division is to provide sponsoring agencies tested, evaluated, and validated programs of instruction in the field of economic development. A valuable method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.
2. We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We are also aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Basic Economic Development Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.
3. Comments concerning specific periods of instruction may be made on the attached work sheet. Comments, when made, should be made during or immediately following the instruction commented upon. Later the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.
4. We are particularly interested in the following points:
 - a. Is the instruction attaining stated program objectives?
 - b. Are the stated objectives valid?
 - c. Is the instruction effective?
 - d. Is the program structured properly for effective learning?

Memorandum to Program Participants

5. We are interested in receiving recommended improvements as well as critical comments. Such recommendations may be included on the attached evaluation form, which is to be completed on the last day of the program. Please turn in the work sheets as well as the evaluation form at the completion of the program.

EVALUATION WORK SHEET

Reference
Designator

Comment

EVALUATION
BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

The purpose of this evaluation form is to give IDD and EDA the benefit of your appraisal of the Basic Economic Development Training Program for their guidance in improving future program presentations. In making this evaluation, you are asked to place yourself in the role of an advisor to the program rather than that of a student.

1. Indicate in the appropriate column following each subcourse your evaluation of the program content, the applicability of the subject matter to your needs, and the overall quality of the presentation. Use the following scale in recording you evaluation: 1 -- poor; 2 -- fair; 3 -- good; 4 -- excellent.

<u>Subcourse</u>		<u>Program Content</u>	<u>Applicability to Your Needs</u>	<u>Quality of Presentation</u>
B(EDA)1	Community Development	_____	_____	_____
B(EDA)2	District and Regional Economic Development	_____	_____	_____
B(EDA)3	General Economy, Business and Industry	_____	_____	_____
B(EDA)3.1	Fundamentals of Industrial Development	_____	_____	_____
B(EDA)3.2	Market Analysis	_____	_____	_____
B(EDA)3.3	Manpower Resources Analysis	_____	_____	_____
B(EDA)3.4	Programs of Assistance to Business and Industry	_____	_____	_____

Note: Should you desire to rate individual periods of instruction, please make your rating on the WORK SHEET.

2. In future programs, would you recommend that any periods of instruction listed in Appendix 1 of the Program Concept be dropped from the program?

() Yes () No

If yes, which should be dropped and why?

3. Do you feel that the approach, emphasis, or content of any of the sub-courses listed in paragraph 1 should be revised in future programs?

() Yes () No

If yes, what changes would be made? _____

4. Do you feel that any other subject matter should be added to the program?

() Yes () No

If yes, what subjects should be added and why? _____

5. Please indicate whether or not you consider the following elements of the program adequate or desirable. If you consider them inadequate or undesirable, please comment.

a. Length of program: _____

b. Sequence of instruction: _____

c. Methods of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

d. Effectiveness of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

6. What do you consider to be the principal strengths and weaknesses of the program?_____

7. What was the principal value of the program to you?_____

8. Were the physical arrangements adequate (classroom - housing)?

9. Other comments, reactions, and suggestions:_____

Eastern Adirondack Economic Development Commission, Inc.

DR. CHARLES R. CLARK
PRESIDENT

October 22, 1968

P. O BOX K
PORT HENRY, N. Y. 12974
PHONE 518-546-8611

Mr. Robert E. Collier
Georgia Institute of Technology
Industrial Development Division
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Bob:


Both John Ladd (Mohawk Valley District) and myself (Eastern Adirondack District) wish to express to you, your staff and Georgia Tech, our sincere appreciation and thanks for your efforts extended in our behalf. The lectures were well organized, fast moving and stimulative.

In all my peregrinations to seminars, lectures, workshops, etc. I have never enjoyed, nor found more fruitful, any as well as the week spent as your guest at Georgia Tech. The massive amount of material, after due process of digestion and assimilation, will prove of much future benefit to all who attended.

I am enclosing the program evaluation as requested and will also write our Congressman and E.D.A. regarding your excellent program.

Again, many thanks, and I hope I have the privilege of attending future programs.

Sincerely,


Karl L. Hofmann
Executive Director

KLH:rmd

Encl.

COASTAL BEND ECONOMIC DEVELOPMENT DISTRICT

4225 SOUTH PORT AVENUE — TELEPHONE: 832-5631

CORPUS CHRISTI, TEXAS 78415

DEMPSEY J. DUPRIE, EXECUTIVE DIRECTOR

November 26, 1968

ARANBAS

ATASCOSA

BEE

BROOKS

CALHOUN

DE WITT

DUVAL

GOLIAD

GONZALES

JIM WELLS

KARNES

KENEDY

KLEBERG

LIVE OAK

MC MULLEN

NUECES

REFUGIO

SAN PATRICIO

VICTORIA

WILSON

Mr. Robert E. Collier
Economic Development Training Section
Industrial Development Division
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Collier:

I want to again express my sincere appreciation for the hospitality I received from you and your staff. I feel my two weeks in Atlanta were well spent and untold benefits will be derived from all the material and information I received.

Enclosed is my evaluation of your program. It is not an in-depth analysis and probably not worthwhile as a critique of the coursework presented, however, it should convey my general feelings which were quite favorable toward your program.

Say hello to Robbie for me and thanks again.

Sincerely,



Richard M. Bullock
Economic Planner

CUMBERLAND PLATEAU ECONOMIC DEVELOPMENT COMMISSION

Sherman Wallace, Chairman
J. B. Bailey, Vice-Chairman
L. Bonsall Sykes, Treasurer
Arthur Brown, Secretary

Lebanon, Virginia 24266
Phone (703) 889-1778

Andrew Chafin, Executive Director
Charles S. Yates, Deputy Director
Dimple F. Sawyers, Secretary

March 5, 1969

Mr. Robert E. Collier, Head
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Collier:

The Executive Training Program I attended at Georgia Tech last week was an excellent training program and will be helpful to me now that I am back to the wars of economic development. The professional competence of your instructors was a key factor in making the program so successful. I think the presentations of Messrs. Cassel and Sparer were excellent in all respects.

The courtesy and friendship extended by you and the staff of the Industrial Development Division was very gratifying. I felt throughout the program that you were really concerned with helping us solve some of our problems, and I think you did.

I certainly recommend the program to all Economic Development District personnel, and I am looking forward to coming back next year for the Advanced Executive Training Program.

Best wishes and congratulations on an excellent program.

Sincerely yours,

Andy Chafin

Andrew Chafin
Executive Director

AC/ds

cc William E. Davis
Area Director
Huntington, West Virginia

-123-

BUCHANAN - DICKENSON - RUSSELL - TAZEWELL COUNTIES



Appendix 17

U.S. DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION
NORTH CENTRAL AREA OFFICE
200 WEST SUPERIOR STREET, SELLWOOD BUILDING
DULUTH, MINNESOTA 55802

March 5, 1969

Colonel Robert E. Collier, Head
Economic Development Training Section
Georgia Institute of Technology
Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Bob:

I sincerely appreciated being able to participate in the training session for development district people. This was beneficial to me in many ways. The program was a good one, and I know it was appreciated by all the participants.


As I indicated to you, I plan to have other staff members from our office attend your training session in the future.

Attached is a copy of an article I prepared for the International City Manager's Association which I thought you would like to have for your library.

Please give my thanks to Miss Caudell for her many kind services so courteously extended while I was in Atlanta.

My best wishes for continued success in your program.

Sincerely,


Walter P. Thoresen
Area Director

WPT/ng

Enclosure

Allen
Barren
Butler
Edmonson
Hart



Logan
Metcalf
Monroe
Simpson
Warren

429 E. 10TH, BOWLING GREEN, KY. 42101
P. O. BOX 154 TELEPHONE 502-781-2381

J. E. STUART, RUSSELLVILLE
PRESIDENT, EXECUTIVE COUNCIL

HENRY CARLISLE, BOWLING GREEN
SECRETARY

JACK EVERSOLE
EXECUTIVE DIRECTOR

March 6, 1969

Mr. Robert E. Collier
Head
Economic Development Training
Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia 30309

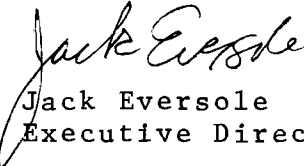
Dear Mr. Collier:

Attached are the evaluation sheets on the recent directors' seminar. They are necessarily incomplete because the full value of the sessions will not be apparent for several months.

It was a great pleasure to meet you and the others who conducted the seminar. Yours is a most impressive group.

The big disappointment for me was the realization that the Georgia Tech IDD overwhelmingly surpasses any comparable service available in our State. You are doing a tremendous "thing" and doing it exceedingly well.

Sincerely,


Jack Eversole
Executive Director

JE:rdg

Attachment

Appendix 19
SOUTHERN WEST VIRGINIA ECONOMIC
DEVELOPMENT CORPORATION
P.O. BOX 936
BLUEFIELD, W. VA. 24701

March 27, 1969

Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia 30309

Gentlemen:

We have just received your brochure, "Training Programs in Economic Development for 1969-1970". Would you please send us a dozen copies of this brochure so we can use it in encouraging others who do not know about your training programs to attend one of these sessions.

We had three staff personnel participate in your previous programs and were very pleased with the sessions.

Sincerely,


Thomas C. Gannaway
Executive Director

TCG:aqw

Appendix 20

GENERAL PROGRAM ANNOUNCEMENT FOR 1969-1970

ENROLLMENT

The Economic Development Administration-sponsored training programs in economic development are furnished primarily to meet the training needs of multi-county planning and development district personnel. However, the broad scope of the programs provides excellent training for others, such as EDA agency personnel, personnel associated with the university centers for technical assistance, and county and state planning organization personnel working in cooperation with the Economic Development Administration.

Each program session is limited to not more than 15 persons in order to provide for individualized instruction, to encourage discussion, and to facilitate the cross-fertilization of ideas. The training programs are tuition free due to EDA sponsorship, but participants must provide their own travel and living expenses.

TENTATIVE SCHEDULE

The following schedule of program sessions is furnished for planning purposes only. In event of schedule changes, such changes will be announced through program brochures.

May 18-23, 1969	Executive Training Program
July 13-25, 1969	Basic Economic Development Training Program
September 21-26, 1969	Industrial Development Training Program
October 12-24, 1969	Basic Economic Development Training Program
November 16-21, 1969	Advanced Executive Training Program

December 7-12, 1969

Executive Training Program

January 18-23, 1970

Industrial Development Training Program

February 8-20, 1970

Basic Economic Development Training Program

March 8-13, 1970

Advanced Executive Training Program

REGISTRATION

Each program will be formally announced to interested agencies and organizations at which time enrollments for particular sessions will be accepted. Participants will be accepted on a first-come, first-served basis in accordance with eligibility requirements established for each program.

For further information write:

Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

GEORGIA INSTITUTE OF TECHNOLOGY

Announces

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT for 1969-1970

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
Under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

INTRODUCTION

The Economic Development Administration commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. These programs were designed to provide instruction for economic development district staff personnel and other persons interested in the practical processes of economic development.

The Executive Training Program was developed to provide instruction for executive directors and senior staff personnel. A companion program, the Basic Economic Development Training Program, was developed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. Six training sessions were conducted during the year with a total of 84 persons attending.

1969-1970 PROGRAMS

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several economic development district and regional organizations, those involved in the university centers for technical assistance program, and for EDA agency personnel. The program also is valuable as a means of review and reorientation for those who feel the need to broaden their knowledge in economic development matters. Three sessions of the program will be conducted; each session will be of two week's duration.

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

The purpose of the Industrial Development Training Program is to furnish executive directors and staff assistants involved in industrial development matters with formal instruction in the theory and fundamentals of industrial development and the practical application of theory in development district planning and operations. This program is designed to view the industrial development process through the eyes of the district staff to enable the staff to work in a more rational manner with professional industrial developers, with public development commissions other than the EDD's, and with private agencies, chambers of commerce, public utilities, banks, etc. Two sessions of the program will be conducted; each session will be of one week's duration.

EXECUTIVE TRAINING PROGRAM

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration. Two sessions of the program will be conducted; each session will be of one week's duration.

ADVANCED EXECUTIVE TRAINING PROGRAM

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development litera-

ture is usually not available to the director. The purpose of the Advanced Executive Training Program is to provide executive directors an opportunity to examine periodically the broad field of economic development through formal instruction, the interchange of ideas with other directors, and an examination of the current thinking in the field as expressed in the literature of economic development.

The Advanced Executive Training Program will be designed with considerable flexibility to meet the needs of a particular group of directors. The program will consist of three elements, as follows:

Formal Instruction

The formal instruction element of the program will be designed around one subject area such as tourism, industrial financing, or program evaluation.

Guided Individual Research Project

Each participant will have an opportunity to conduct a research project in a subject area of his own choosing in order that he may fully explore an area of economic development literature.

Group Workshop

A workshop will be conducted during each session of the program in an area of common interest to the participants. A different central theme will be selected for each program session.

Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Two sessions of the program will be conducted; each session will be of one week's duration.